

CAP-USAF

HISTORY



VOLUME I - NARRATIVE

1 JANUARY - 31 DECEMBER 1993

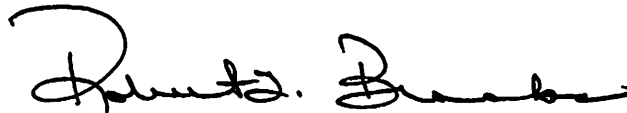
**HISTORY
OF THE
HEADQUARTERS
CIVIL AIR PATROL-UNITED STATES AIR FORCE
(CAP-USAF)**

1 JANUARY - 31 DECEMBER 1993

VOLUME I - NARRATIVE

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A handwritten signature in black ink, appearing to read "Robert L. Brooks", is written over the printed name.

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PUBLICATION DATE: 25 JULY 1994

**AIR UNIVERSITY
AIR EDUCATION AND TRAINING COMMAND
UNITED STATES AIR FORCE**



COLONEL RONALD T. SAMPSON

COMMANDER, HEADQUARTERS CIVIL AIR PATROL-UNITED STATES AIR FORCE (CAP-USAF)

FOREWORD

The official history of Headquarters, Civil Air Patrol-United States Air Force (HQ CAP-USAF) for calendar year 1994 records the continuation of the association between the Air Force and its volunteer civilian auxiliary that began on 4 May 1943 when the Army Air Forces was charged with responsibility for supervising and directing the wartime operations of Civil Air Patrol.

Headquarters, CAP-USAF, performed a unique liaison mission whereby the Air Force staff assigned to the Headquarters at Maxwell Air Force Base, Alabama, also serves as the staff of the National Headquarters of Civil Air Patrol. Therefore, the narrative history and supporting documents reflect the activities of the staff both in performing the Air Force liaison mission and in administering the day-to-day programs and activities of Civil Air Patrol, including the issuance of rules, regulations, directives, and reports necessary for the conduct of affairs and operations of Civil Air Patrol. These functions were executed in accordance with public law, the CAP Constitution and Bylaws, and the resolutions and policies of the CAP National Board and National Executive Committee.

HQ CAP-USAF was a numbered Air Force-level organization reporting directly to Headquarters, Air University. The Command Section of the Headquarters consisted of a commander, vice commander, executive officer, first sergeant. Below the Command Section, there were directors to include Dir of Aerospace Education and Training, Dir of Mission Support, and Dir of Operations. Divisions included Aerospace Education Division, Training Division, Information Management Division, Logistics Division, and CAP Personnel Division. In addition, there was an inspector general, comptroller, chaplain, staff judge advocate, public affairs officer, and safety officer. Below the Headquarters, there were eight subordinate liaison regions (detachments) and fifty-two wing liaison offices (operating locations) which corresponded to the eight CAP regions and fifty-two CAP wings.



ROBERT L. BROOKS
Colonel, USAF
Vice Commander

CONTENTS

VOLUME I - NARRATIVE

| | Page |
|---|---------------|
| Title Page | i |
| Frontispiece | ii |
| Foreword | iii |
| Table of Contents | iv |
| List of Illustrations | vii |
| List of Tables | viii |
| Chronology | ix |
| Executive Summary | xiii |
| CHAPTER I - INTRODUCTION | 1 |
| Origin and Wartime Role | 1 |
| CAP Postwar Status | 2 |
| CAP Organization and Current Status | 3 |
| Organization and Mission of Headquarters, CAP-USAF | 8 |
| CHAPTER II - TRAINING | 11 |
| Cadet Training | 11 |
| Encampments | 12 |
| Flight Orientation Training | 16 |
| National Cadet Special Activities | 16 |
| Scholarship Program | 22 |
| Awards | 24 |
| Senior Member Training | 25 |
| Level I - Introduction | 26 |
| Level II - Technical | 26 |
| Level III - Management | 27 |
| Level IV - Command and Staff | 27 |
| Level V - Executive | 27 |
| Specialized Training | 29 |
| Achievement Awards Summary | 30 |
| CHAPTER III - AEROSPACE EDUCATION | 31 |
| National Congress on Aviation and Space Education (NCASE) | 31 |
| Aerospace Education Workshops | 31 |
| Aerospace Education Materials | 34 |
| Aerospace Education Awards Program | 34 |

| | Page |
|--|-----------|
| CHAPTER IV - OPERATIONS | 38 |
| Emergency Services | 38 |
| Search and Rescue | 39 |
| Disaster Relief - As An Air Force Resource | 39 |
| Disaster Relief - As A State Resource | 41 |
| U.S. Continental Air Reconnaissance for | |
| Damage Assessment (CARDA) Plan | 45 |
| Civil Air Patrol Live Organ Transport (CAP-LOT) Programs | 45 |
| Counterdrug (CD) Mission | 46 |
| Air Force Parts and Personnel Transport..... | 48 |
| FORSCOM - Emergency Regional Reporting System | |
| Exercise Missions..... | 48 |
| Current Operations..... | 48 |
| Standardization/Evaluation | 49 |
| CAP Flight Clinic Program | 49 |
| Communications | 50 |
| National Communications Network..... | 50 |
| Training Exercise | 50 |
| Licensing Procedures | 51 |
| Upgrade of Equipment..... | 51 |
| CHAPTER V - RESOURCE MANAGEMENT | 53 |
| Personnel..... | 53 |
| Air Force Personnel..... | 54 |
| Reserve Personnel | 54 |
| CAP Membership..... | 55 |
| CAP Election of Officers | 56 |
| CAP Uniform Changes..... | 56 |
| Items of Interest..... | 58 |
| CAP Personnel Actions..... | 61 |
| Financial Management | 63 |
| Air Force Funds..... | 64 |
| Civil Air Patrol Funds..... | 64 |
| Plans and Programs..... | 64 |
| CAP National Executive Committee Meeting | 65 |
| CAP National Board Meeting | 66 |
| CAP Annual Report to Congress | 66 |
| Civil Air Patrol- Management Analysis Program (CAP-MAP)..... | 68 |

| | Page |
|---|-------------|
| Information Management..... | 69 |
| Publishing and Distribution | 69 |
| Materiel Management | 69 |
| Management of Aircraft..... | 70 |
| Management of Property | 70 |
| Public Affairs..... | 71 |
| Chaplain Services..... | 74 |
| Training Materials | 74 |
| Chaplain Activities | 75 |
| Safety | 75 |
| Air Force Safety Program..... | 75 |
| CAP Safety Program | 76 |
| Legal | 76 |
| Inspection..... | 77 |
| Total Quality Air Force..... | 79 |
| ABSTRACTS..... | 81 |
| APPENDICES | 86 |
| Lineage and Honors Data | 86 |
| Roster of Key Personnel..... | 87 |
| FOOTNOTES..... | 89 |
| GLOSSARY | 101 |
| LIST OF SUPPORTING DOCUMENTS | 104 |
| INDEX | 107 |
| DISTRIBUTION LIST | 110 |

LIST OF ILLUSTRATIONS

| | Page |
|--|---------|
| MAPS AND CHARTS | |
| Chart: Organization, HQ CAP-USAF | 4 |
| PHOTOGRAPHS | |
| Col Ronald T. Sampson, CAP-USAF Commander - Frontispiece | ii |
| Members of the CAP National Board..... | 5-7 |
| Members of the CAP National Executive Committee | 5-7 |
| Outstanding Cadet in Professional Military Studies | 13 |
| \$500 Newman Scholarship Award Recipient..... | 14 |
| Gen Carl A. Spaatz Award Recipient | 14 |
| West Virginia Wing Encampment | 15 |
| National Cadet Competition..... | 17 |
| Pararescue Orientation Course Shelter Construction | 20 |
| Civil Air Patrol and Young Eagles Partnership Agreement Signing..... | 21 |
| CY 1992 "Cadet of the Year Award"..... | 23 |
| "Project X" Exercise | 28 |
| Aerospace Education Activities..... | 32-33 |
| Model Rocketry Building | 35 |
| Simulator Practice | 37 |
| Rocketry Skills Presentation | 37 |
| Civil Air Patrol and the 1993 Floods | 40 & 42 |
| Arkansas Wing's Fort Smith Composite Squadron Rescue Mission | 44 |
| National Commander Assumption of Command | 57 |
| CAP "Life Membership" Recipient | 57 |
| CAP/AFROTC Cadet Initiative Test Program Agreement Signing | 60 |
| CAP/AFROTC Cadet Initiative Test Program Initial Orientation Flight..... | 62 |
| "Hall of Honor" Induction | 67 |
| Living Memorial Dedication | 73 |

LIST OF TABLES

| | Page |
|---|-------------|
| 1. Region Staff Colleges | 29 |
| 2. CAP Wing Participation in Emergency Services..... | 43 |
| 3. CY 1993 Awards for Best Search and Rescue/Disaster Relief Programs | 43 |
| 4. CAP Search and Rescue Summary | 45 |
| 5. Counterdrug (CD) Operations/Activity | 47 |
| 6. Flight Evaluations..... | 49 |
| 7. CAP FCC Licensed Radio Stations | 52 |
| 8. CAP-USAF Manning | 53 |
| 9. Reservist Assigned by CAP-USAF Region | 55 |
| 10. CAP and AFROTC Primary Test Units | 59 |
| 11. CY 1993 National Level Awards | 61 |
| 12. Air Force Appropriated Funds Provided to Support CAP Programs..... | 63 |
| 13. CY 1992 CAP-MAP "Wings On High" Awards..... | 68 |
| 14. CY 1993 Inspector General Unit Effectiveness Ratings | 78 |

CHRONOLOGY

January-December 1993

| Date | Event | Page |
|--------------------|--|-------------|
| 28 January | Chief, CAP Personnel visited AOPA Headquarters to discuss declining membership and other problems. | 58 |
| 19-20 February | Quality survey was distributed to all NB members. | 80 |
| 19-20 February | The CAP National Board Meeting met in Montgomery, Alabama, for a business meeting. | 66 |
| 21-24 February | The Commander's Orientation Course was held at Maxwell AFB, Alabama, for 20 wing and region commanders. | 30 |
| 1 March- 31 May | The 1993 Civil Air Patrol Membership Campaign was conducted. | 55 |
| 25 March | Mr Drew Stekett, Senior Vice President - Communications, Aircraft Owners and Pilots Association (AOPA), visited HQ CAP-USAF and provided an excellent "outsider looking-in" report of our operation. | 58 |
| 21 April | The National Capital Wing and New Jersey Wing cadets, delivered the 1992 Annual Report to Congress. | 68 |
| 29 April- 1 May | The National Congress on Aviation and Space Education was held at Disney's Contemporary Resort and Convention Center in Lake Buena Vista, Florida. | 31 |
| 4 May | CAP completed 50 years of association with the United States Air Force | 1 |
| 19 May | The first PAT (mail distribution) was chartered. | 79 |
| 30 May- 4 June | The SER Staff College was held at Tyson Air National Guard Base, Knoxville, Tennessee, for 20 CAP senior members. | 29 |
| 4-5 June | The CAP National Executive Committee Meeting was held at HQ CAP-USAF, Maxwell, AFB, Alabama. | 66 |

| Date | Event | Page |
|----------------------|--|-------------|
| 19-26 June | The advanced Pararescue Orientation Course was held at Kirtland AFB, New Mexico, for 16 cadets. | 19 |
| 19-26 June | The PACR Staff College was held at Nellis AFB, Nevada, for 20 CAP senior members. | 29 |
| 27 June- 3 July | The MER Staff College was held at Peace College, Raleigh, North Carolina, for 21 CAP senior members. | 29 |
| 9-17 July | The West Virginia Wing Encampment was held at Orlando Naval Training Center, Florida | 15 |
| 10-18 July | Air Force Space Command Familiarization Course was held at Peterson AFB, Colorado, for 41 cadets. | 19 |
| 11-17 July | The Air Education and Training Command Familiarization Course was held at Columbus AFB, Mississippi, for 36 cadets. | 19 |
| 11-17 July | The NER Staff College was held at McGuire AFB, New Jersey, for 24 CAP senior members. | 29 |
| 11-18 July | The Air Education and Training Command Familiarization Course was held at Laughlin AFB, Texas, for 18 cadets. | 19 |
| 17 July | The Living Memorial Dedication was held at Arlington National Cemetery. | 73 |
| 17-24 July | The GLR Staff College was held at Grissom AFB, Indiana, for 14 CAP senior members. | 29 |
| 17-24 July | The basic Pararescue Orientation Course was held at Kirtland AFB, New Mexico, for 36 cadets. | 19 |
| 17-25 July | The SWR Staff College was held at Kirtland AFB, New Mexico, for 32 CAP senior members. | 29 |
| 18-24 July | The National Staff College was held at Maxwell AFB, Alabama, for 71 CAP senior members. | 29 |
| 18 July- 6 August | The International Air Cadet Exchange was conducted for 94 cadets and 16 senior escorts; and 93 foreign cadets and 17 foreign senior escorts. | 18 |

| Date | Event | Page |
|----------------------------|---|-------------|
| 20-31 July | The Cadet Officer School was held at Maxwell AFB, Alabama, for 78 cadets. | 18 |
| 25-30 July | The NCR Staff College was held at, Twin City Air Base, Minneapolis, Minnesota, for 23 CAP senior members. | 29 |
| 31 July- 7 August | The basic Pararescue Orientation Course was held at Fort Knox, Kentucky, for 29 cadets. | 19 |
| 7-14 August | The basic Pararescue Orientation Course was held at George Washington National Forest, Virginia, for 33 cadets. | 19 |
| 12-14 August | The CAP National Board Meeting met at the Town & Country Hotel, San Diego, California. | 66 |
| 12-14 August | 1993 National Chaplain's Seminar and National Chaplain's Committee Meeting was held at the Town & Country Hotel, San Diego, California. | 75 |
| 28 September- 1 October | Liaison Region Commander's Conference was held at HQ, CAP-USAF, Maxwell AFB, Alabama. | 65 |
| 13 October | The Select Working Group met at Maxwell AFB, Alabama, to discuss the CAP uniform. | 56 |
| 19-22 October | AF Quality Symposium was held at the Montgomery Civic Center, Montgomery, Alabama. | 80 |
| 26-28 October | Liaison Officer and Noncommissioned Officer Orientation Course was conducted at HQ, CAP-USAF, Maxwell AFB, Alabama. | 64 |
| 3 November | The second PAT (publishing process) was chartered. | 79 |
| 19 November | Empowerment survey was distributed to HQ CAP-USAF personnel. | 80 |
| 19-20 November | The CAP National Executive Committee Meeting was held at HQ CAP-USAF, Maxwell, AFB, Alabama. | 66 |

| Date | Event | Page |
|----------------|--|-------------|
| 1 December | The CAP and AFROTC Program began. | 59 |
| 1 December | CAP completed 52 years of service to the nation. | 1 |
| 7 December | Briefing to the Air Force Chiefs of Staff group at the Pentagon, subj: Civil Air Patrol's Participation in the Midwest Floods. | 72 |
| 28-29 December | The National Cadet Competition was held at Maxwell AFB, Alabama, with 128 cadets and 16 senior escorts attending. | 19 |

EXECUTIVE SUMMARY

Colonel Ronald T. Sampson continued to serve during Calendar Year (CY) 1993 in the dual role as Commander of Headquarters Civil Air Patrol-United States Air Force (HQ CAP-USAF) and as Executive Director of Civil Air Patrol. As Commander of CAP-USAF, he commanded all Air Force personnel assigned to the headquarters and field liaison offices charged with the responsibility of providing support to the Civil Air Patrol. As Executive Director of Civil Air Patrol, Colonel Sampson administered the day-to-day activities of Civil Air Patrol and was instrumental in shaping CAP corporate policy as a voting member of the CAP National Board (NB) and National Executive Committee (NEC).

The planning for the reorganization of the Headquarters and the conversion of the field liaison offices to a structure manned by retirees, similar to the Junior Reserve Officer Training Corps (JROTC), moved forward. The required legislature was sent to Congress as part of the FY 1995 Omnibus Bill; action is expected during the summer of CY 1994.

Civil Air Patrol established an innovative cooperative program with the Air Force Reserve Officer Training Corps (AFROTC) to provide funded flight orientations for AFROTC cadets. The program, which began 1 December 1993, was designed to increase membership and recruiting for both organizations, optimize limited resources, and promote cooperative activities in air and space education. New CAP squadrons were formed at eleven AFROTC detachments as part of a test program. Tuskegee University, Tuskegee, Alabama, was the first unit chartered in the cooperative program. Their first CAP flight was conducted at Tuskegee's Moton Field, home of the original Tuskegee Airmen, on 11 December 1993. If the test program is successful Civil Air Patrol will benefit by having a future cadre of Air Force (AF) officers introduced to aviation through Civil Air Patrol creating an even stronger bond between the two organizations.

Civil Air Patrol sustained a high level of activity in its search and rescue mission throughout CY 1993, participating in 84 percent of all missions tasked by the Air Force Rescue Coordination Center (AFRCC). Civil Air Patrol pilots flew 14,442 hours on 3,122 Air Force-authorized missions and were credited with 136 saves. CAP search teams conducted more than 2,000 individual searches for activated emergency locator transmitters (ELT) in CY 1993.

Civil Air Patrol personnel and resources were heavily tasked and provided significant assistance to several state and federal relief operations during CY 1993.

Humanitarian assistance was provided during the east coast's "Blizzard of the Century" early in CY 1993; the storm produced record snowfalls and severe weather problems from Canada to the Gulf Coast. Other support to CAP emergency operations included Hurricane Emily, the Oregon earthquake, and the Alabama Amtrak disaster. A total of 2,750 flight hours were logged in Air Force assigned disaster relief missions.

The midwest flood support in the summer of CY 1993 was one of the largest single operations in Civil Air Patrol's recent history. Civil Air Patrol operations' headquarters were at Marshall Missouri's 3,900 foot airstrip. This location was chosen when the Federal Aviation Administration (FAA) asked Missouri's state officials if they could control the flood zone's airspace. State officials quickly deferred to Missouri Wing Commander, Colonel Emmit Williams' plan and Civil Air Patrol (two years earlier, Colonel William developed an aviation support plan with the Federal Emergency Management Agency (FEMA) and other organizations, in case of an earthquake along southeastern Missouri's New Madrid fault). Marshall was ideally suited for the mission, centrally located in the flooded areas, yet far enough away to protect telephone communications.

Although many CAP volunteers were flood victims themselves, their dedication to help others prevailed. Maj Johnnie Vines, the Missouri Wing Director of

operations, suffered \$600,000 in damages to his communications vehicle manufacturing business due to the rising waters. Undaunted, he continued to fly his plane to support the mission. As whole communities were gradually swallowed by the Kansas, Missouri, and Mississippi Rivers, Civil Air Patrol operations soon ran 24 hours a day. Civil Air Patrol helped minimize the damage by locating weaknesses in numerous levees along the three rivers; this allowed sandbag and maintenance crews to reinforce those areas, and helped create more time to evacuate residents.

At the peak, 23 airplanes and 170 CAP members fought the rising waters to protect residents. By the end of the emergency, Civil Air Patrol flew nearly 500 sorties and 2,500 hours of mission time. Aircraft transit flights from home units and other support sorties added another 900 hours. In the 45 days from 7 July to 20 August, more than 350 senior members and 170 cadets served the midwest with a total of 88 aircraft participating.

From dawn to dusk, Civil Air Patrol flew three aircraft serving as radio relays, extending communications to support the flight restricted area. These flights, nicknamed "High Birds," frequently operated in instrument conditions for 3-5 hours at a time, at altitudes up to 12,000 feet. Civil Air Patrol also carried the United States (U.S.) mail twice, delivering paychecks critical to maintaining remote local economies between Columbia, Marshall, and Sedalia, Missouri. Other missions included delivering medical supplies and personnel, as well as searching for floating hazardous waste and damaged utilities.

Aircraft maintenance was a continuous challenge. An average of 15-20 CAP aircraft were available, often flying a cumulative total of 100 hours a day. In six weeks, the six CAP mechanics received lots of business by completing more than 50 oil changes.

Missouri Wing's Wentzville Composite Squadron staked their claim as being the first CAP cadet unit to specifically train its members on how to handle aircraft for

flight line operations. Proudly titling themselves the "Ramp Rats," this unit's 15 cadets also served with distinction, working as many as 18 hours a day in shifts for two weeks during the flood. They were assisted by six cadets from Minnesota and various other units. These cadets took immense pride in their job, launching the first aircraft every morning, and recovering the last plane every night. They also kept track of the aircraft fuel and other operating cost records for the airport manager. During peak operations, they serviced an airplane every 10 minutes.... no flight was ever delayed and there were no injuries.

Other cadets and senior members filled thousands of sandbags while heat and humidity indexes often approached 100 degrees. Despite the hardships, there were no injuries. The daily essentials such as meals and quarters had to be provided. Much of that service came from Missouri Wing's own 1Lt. "Grandma" Vardiman, an active member for six years. Her CAP "family" recognized her as the wing's Senior Citizen Volunteer for 1992. Dozens of assistants pre-cooked the food at their homes before taking it to "Grandma," where the food was warmed and served. "Grandma" served more than 9,000 meals to Civil Air Patrol relief workers and displaced families, working with a single microwave oven and a two-burner hot plate.

The unselfish achievements of Civil Air Patrol was a "Quality Team Effort" throughout the whole operation. All of the participating wings worked closely together insuring customer service and satisfaction. As the Mayor of Riverside Missouri, Betty Burch, commented.....***"We couldn't have saved our city without the Civil Air Patrol."***

The California Wing celebrated the 10th anniversary of the Civil Air Patrol Live Organ Transport (CAPLOT) Program in CY 1993. The CAPLOT Program provides emergency transport of live donor organs. A total of 16 missions were flown which helped 155 people and helped save 46 lives. Totals for the past 10 years come to 365 missions with 4,343 people helped and 188 lives saved.

Civil Air Patrol supported 182 graduate-level aerospace education workshops for teachers. The workshops were conducted in 34 states and Puerto Rico with over 5,000 educators attending. Another successful National Congress on Aviation and Space Education (NCASE) was conducted in Lake Buena Vista, Florida, on 29 April - 1 May 1993. The annual event was co-sponsored by Civil Air Patrol, National Aeronautics and Space Administration (NASA), and the Federal Aviation Administration. Program guest speakers were Mr Cliff Robertson, Actor, Author, and Pilot; Mr Wilkinson Wright, grand nephew of the Wright Brothers; Gen Charles H. Horner, USAF Commander in Chief, U.S. Space Command; Mrs Sandra J. Campbell, FAA Central Region, Public Affairs Officer; Dr Mervin K. Strickler, Aviation Education Consultant; Dr Peggy Baty, Dean, Parks College of St. Louis University; Maj Gen James T. Whitehead, Jr., Assistant Director, Air National Guard; Ms Barbara L. S. Koscak, STARBASE Director; Mrs Susan Broderick, Master Teacher, Montgomery, AL; Mr Herbert R. McClure, Assistant Administrator, FAA; Mr Tyson Whiteside, Chairman, The National Coalition for Aviation Education; and Ms Jeanne Robertson, humorist. Mr Jack K. Barker, retired FAA Public Affairs Officer and Aviation Education Consultant served as the Master of Ceremonies.

Due to the cadet and senior membership decline in CY 1992, a 1993 Membership Campaign was conducted 1 March through 31 May 1993. Although overall membership did not increase as a result of the campaign, the rate of decline was slowed down and the campaign was considered a success.

Two of the special cadet activities, the Cadet Officer School (COS) and the annual National Cadet Competition were conducted at Maxwell Air Force Base (AFB). The 10-day Cadet Officer School program was conducted 20-31 July 1993 and taught by the AU faculty. The program featured the development and application of basic leadership and management by using the lecture/seminar method of instruction. The annual National Cadet Competition, conducted 28-29 December 1993, was comprised of the best 16-member cadet team from each of the eight CAP regions. The team competed in college-level aerospace education, precision drill, and physical fitness. The winning team, New Jersey Team, Northeast Region, received top honors and will be presented the Air Force Chief of Staff Sweepstakes Trophy in CY 1994.

In CY 1993 94 Civil Air Patrol cadets and 16 senior member escorts were exchanged, through the International Air Cadet Exchange (IACE) Program, with 93 IACE foreign cadets and 17 escorts from 14 participating IACE Association member nations. The IACE Program was established to foster international understanding goodwill, and friendship among young people who share a common interest in aviation. Sponsoring organizations in each country provide visiting cadets with a variety of activities during the 19-day exchange with visiting cadets staying in the homes of host families to enhance understanding and cultural exchange. Both CAP and foreign cadets, as well as the senior escorts, found the exchange to be immensely educational and rewarding.

The CAP National Staff College (NSC) was held at Maxwell AFB, 18-23 July 1993, with 71 senior CAP members attending. The college provided advanced leadership and management training focusing on CAP policies, programs, and procedures at the national level.

The CAP National Board met in Montgomery, Alabama, on 19-20 February 1993 for a business meeting. The summer National Board Meeting was held at the Town

and Country Hotel, San Diego, California, on 12-14 August 1993 with 943 members attending. In addition to the election of Col Richard L. Anderson as CAP National Commander and promotion to the rank of CAP brigadier general; and the election of CAP Col Edwin W. Lewis, Jr., Commander of the Pacific Region, as National Vice Commander, the program included seminars and training sessions conducted by the headquarters staff in areas of aerospace education, emergency services, cadet and senior training, personnel, logistics, operations, communications, counter drugs, safety, and other support areas.

In CY 1993, the Civil Air Patrol achieved another milestone in its long and honorable 52-year history. Based on all available records, CY 1993 was the second fatality-free year for all CAP activities, continuing the record set in CY 1992. In addition, the four aviation accidents were the next fewest ever recorded, with only one minor injury. Overall, the 34 aircraft mishaps comprise the third lowest total ever recorded. The aviation incident and ground mishap categories were also significantly below the 10-year average.

Bodily injuries dropped over 30 percent to the lowest total on record. The serious injury total of two also set an all time low record. CY 1993 witnessed initiation of an extensive blood borne pathogens training and protection program to protect our ground teams from contamination.

Vehicle operations mishaps were up, but the amount of damage and number of injuries from cooperative vehicle accidents was at an all time low. Most of the vehicle accidents were backing and parking-lot type mishaps with fender-bender level of damage. In October 1993 the Civil Air Patrol purchased back-up alarms for its corporate vehicle fleet which has resulted in fewer back-up mishaps.

In CY 1993 the Civil Air Patrol earned a place in the Air Force Safety Hall of Fame for bettering the excellent safety rate of the United States Air Force in 1992. The goals set for 1993 (no fatalities; and an accident rate lower than General

Aviation and the USAF Aero Clubs) were met. This was accomplished in spite of the midwest flooding where the Civil Air Patrol encountered its largest and longest sustained operation since WW II; flying more than 3,400 hours with 88 aircraft participating from 34 wings without a single mishap.

In retrospect, Civil Air Patrol-United States Air Force successfully accomplished all aspects of its mission, and CY 1993 was a highly productive year for Civil Air Patrol due in part to the continued understanding and excellent support of Congress and the advisory and material support provided by the United States Air Force.

CHAPTER I

INTRODUCTION

The Civil Air Patrol completed its 52nd year of service to the nation on 1 December 1993 and its 50th year of association with the United States Air Force on 4 May 1993. Civil Air Patrol was created on 1 December 1941 and came under Air Force jurisdiction on 4 May 1943.¹

Origin and Wartime Role

President Roosevelt established the Office of Civilian Defense on 20 May 1941 and appointed former New York mayor, Fiorello H. LaGuardia as its national director. The director was assigned responsibility to study and plan for civilian defense programs, including "civilian auxiliaries," and to provide opportunities for constructive civilian participation in the defense program. LaGuardia established and organized the Civil Air Patrol as a branch of the Office of Civilian Defense for the purpose of enabling qualified citizens to voluntarily contribute their services for national defense. He signed the formal order creating Civil Air Patrol on 1 December 1941 and, on 8 December 1941, issued an administrative order outlining its organizational structure. Maj Gen John J. Curry of the Army Air Forces (AAF) was designated as the first CAP National Commander, and World War I combat pilot and aviation writer Gill Robb Wilson was appointed as Executive Officer.²

On 29 April 1943, the President transferred Civil Air Patrol from the Office of Civilian Defense to the Department of War to be "administered under the direction and supervision of the Secretary of War by such officers, commands, agencies, or persons under his jurisdiction as he may designate."³

In a 4 May 1943 memorandum, the Secretary of War charged the Commanding General, Army Air Forces, with the supervision and direction of the operations of Civil Air Patrol in his behalf. Civil Air Patrol served under the

jurisdiction of the Army Air Forces for the remainder of the war years. Throughout World War II, the citizen volunteers of Civil Air Patrol worked closely with the armed services and contributed substantially to the successful war effort. Gen Henry H. Arnold summarized their contributions in these words:

The Civil Air Patrol grew out of the urgency of the situation. The Civil Air Patrol set up and went into operation almost overnight. It patrolled our shores and performed its antisubmarine work at a time of almost desperate national crisis. If it had done nothing beyond that, the Civil Air Patrol would have earned an honorable place in the history of American air power.⁴

CAP Postwar Status

With the restoration of peace, the continued existence of Civil Air Patrol was in doubt. Although Civil Air Patrol was still serving as an auxiliary of the Army Air Forces at the end of the war in 1945, this status, which had been established by executive order, had no foundation by statute. Civil Air Patrol's future became even more uncertain when, because of drastic budget reductions, the Army Air Forces was scheduled to withdraw its monetary support of Civil Air Patrol after 31 March 1946. General Arnold held a meeting of CAP wing commanders in January 1946, and he and Gen Carl A. Spaatz discussed with them plans for a postwar Civil Air Patrol. On 1 July 1946, President Truman signed Public Law 476 (36 U.S. Code 201-208), passed by the 79th Congress, which incorporated Civil Air Patrol as a benevolent, nonprofit organization. In accordance with the requirements of the law, Civil Air Patrol completed its corporate organization under a constitution and bylaws. The objectives and purposes of Civil Air Patrol as stated in the public law and in its Constitution and Bylaws were:

- (1) To provide an organization to encourage and aid American citizens in the contribution of their efforts, services, and resources in the development of aviation and in the maintenance of air supremacy.
- (2) To encourage and develop, by example, the voluntary contribution of private citizens to the public welfare.

(3) To provide aerospace education and training, especially to its senior and cadet members.

(4) To encourage and foster civil aviation in local communities.

(5) To provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.⁵

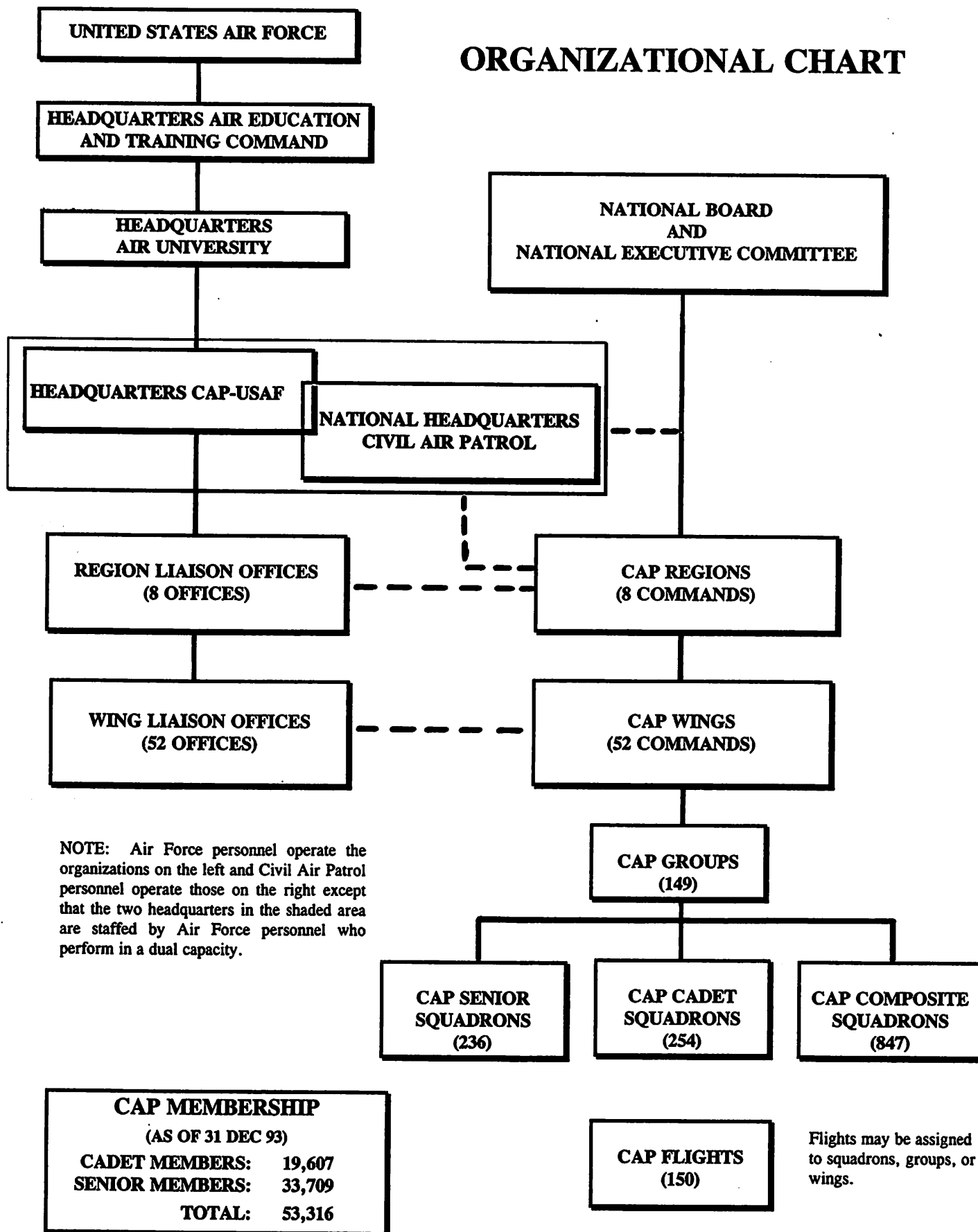
CAP Organization and Current Status

Civil Air Patrol was organized into a National Headquarters and eight geographical regions, each composed of from five to nine wings. There was a total of 52 wings, 1 in each of the 50 states, the District of Columbia, and the Commonwealth of Puerto Rico. The wings were organized into groups; cadet squadrons; senior squadrons; composite squadrons; and, in some instances, flights. At the end of CY 1993, Civil Air Patrol was composed of 1,696 organizational units (see Organizational Chart, page 4).⁶

The CAP National Board was designated as the principal governing body of the organization by the CAP Constitution and Bylaws. The Board was made up of the National Commander, Executive Director, National Vice Commander, National Chief of Staff, National Finance Officer, National Legal Officer, 8 region commanders, and 52 wing commanders (see pages 5-7). The Civil Air Patrol held its annual National Board in San Diego, California, on 12-14 August 1993. Col Richard L. Anderson, CAP (former National Vice Commander in CY 1992), was elected CAP National Commander and promoted to the rank of CAP brigadier general. General Anderson was also an active duty USAF officer (major) serving with United States Atlantic Command (USACOM). General Anderson was the first active duty USAF officer to assume a corporate officer position. Col Edwin W. Lewis, Jr., CAP Pacific Region Commander, was elected as National Vice Commander.⁷

The National Executive Committee served as the corporate governing body when the National Board was not in session. The National Executive Committee was made up of the members of the National Board minus the 52 wing commanders.

ORGANIZATIONAL CHART



NATIONAL BOARD

The National Board is the principal governing body of the Civil Air Patrol. The National Board meets at least twice annually at the call of the National Commander, who presides as chairman.

CIVIL AIR PATROL NATIONAL BOARD MEMBERS

National Commander
Executive Director

National Vice Commander
National Chief of Staff

National Legal Officer
National Finance Officer

The 8 Region Commanders
The 52 Wing Commanders

NATIONAL EXECUTIVE COMMITTEE

The National Executive Committee (NEC) is the governing body when the National Board is not in session. The National Executive Committee meets at least two times annually and is chaired by the National Commander.

CIVIL AIR PATROL NATIONAL EXECUTIVE COMMITTEE MEMBERS

National Commander
Executive Director

National Vice Commander
National Chief of Staff

National Legal Officer
National Finance Officer

The 8 Region Commanders

The CAP structure includes two other corporate officers who are not members of the governing bodies. The National Administrator, Brig. Gen. Carl S. Miller, USAF (Retired), is a full-time CAP employee who performs duties as assigned by the National Executive Committee and National Commander. The National Controller, Col. Larry D. Kauffman, is an assistant to the National Finance Officer in supervising the financial affairs of the corporation.

CIVIL AIR PATROL NATIONAL BOARD MEMBERS

(Current members as of 31 December 1993)



NATIONAL COMMANDER
Brig. Gen. Richard L. Anderson, CAP



EXECUTIVE DIRECTOR
Col. Ronald T. Sampson, USAF



NATIONAL VICE COMMANDER
Col. Edwin W. Lewis, Jr., CAP



NATIONAL CHIEF OF STAFF
Col. Paul M. Bergman, CAP



NATIONAL FINANCE OFFICER
Col. John P. Ratcliff, CAP



NATIONAL LEGAL OFFICER
Col. Dwight H. Wheless, CAP



COMMANDER
Col. David J. Braun

NORTHEAST REGION

CAP WING COMMANDERS

CONNECTICUT: Col. Lloyd R. Sturges, Jr.
MAINE: Lt. Col. Craig R. Treadwell
MASSACHUSETTS: Col. Edward A. Raymond
NEW HAMPSHIRE: Col. Keith N. Briere
NEW JERSEY: Col. Linton N. Reed, Jr.
NEW YORK: Col. Herbert P. Lavin
PENNSYLVANIA: Col. Joseph A. Guimond, Jr.
RHODE ISLAND: Col. Bryan W. Cooper
VERMONT: Col. Robert D. Johnson

CAP WING COMMANDERS

DELAWARE: Col. James H. Tazelaar
MARYLAND: Col. Eugene L. Przybylowicz
NATIONAL CAPITAL: Col. Gene D. Hartman
NORTH CAROLINA: Col. Dwight H. Wheless
SOUTH CAROLINA: Col. T. Richard Herold
VIRGINIA: Col. William M. Jackson, Jr.
WEST VIRGINIA: Col. Rodney E. Steorts

MIDDLE EAST REGION



COMMANDER
Col. Herman H. Maddox, Jr.



COMMANDER
Col. Robert V. Payton

GREAT LAKES REGION

CAP WING COMMANDERS

ILLINOIS: Col. Stephen W. Peters
INDIANA: Col. Edward F. Mueller
KENTUCKY: Col. Denzil Allen
MICHIGAN: Col. John A. Alexander
OHIO: Col. Carl C. Stophlet, Jr.
WISCONSIN: Col. David H. Spenner

CAP WING COMMANDERS

ALABAMA: Col. Angelos N. Petelos
FLORIDA: Col. Ernest L. Lewis
GEORGIA: Col. Warren L. Crawford
MISSISSIPPI: Col. Roy P. Gibbens
PUERTO RICO: Col. Francisco A. Orsini
TENNESSEE: Col. Richard L. Bowling

SOUTHEAST REGION



COMMANDER
Col. Paul J. Albano, Sr.



COMMANDER

Col. Nicholas J. Knutz, CAP

NORTH CENTRAL REGION

CAP WING COMMANDERS

IOWA: Col. Lawrence D. Toigo
KANSAS: Col. Charles H. Tollett
MINNESOTA: Col. Dennis A. Rock
MISSOURI: Col. Emmit G. Williams
NEBRASKA: Col. Steven W. Kuddes
NORTH DAKOTA: Col. Wynola F. Thornton-Eide
SOUTH DAKOTA: Col. Alden L. House

CAP WING COMMANDERS

ARIZONA: Col. Colin A. Ward
ARKANSAS: Col. Thommie D. Herndon
LOUISIANA: Col. Wallace P. Ansardi
NEW MEXICO: Col. Joseph H. Gold
OKLAHOMA: Col. S. T. Ayers
TEXAS: Col. Orlan D. Scott

SOUTHWEST REGION



COMMANDER

Col. Fred L. Latchaw, CAP



COMMANDER

Col. James C. Bobick

ROCKY MOUNTAIN REGION

CAP WING COMMANDERS

COLORADO: Col. Gary H. Tobey
IDAHO: Col. James V. Haldy
MONTANA: Col. Robert P. Meadors
UTAH: Col. John D. Newman
WYOMING: Col. Robert W. Kirkwood

CAP WING COMMANDERS

ALASKA: Col. Michael L. Pannone
CALIFORNIA: Col. Angelo A. Porco
HAWAII: Col. John A. Parrish, Jr.
NEVADA: Col. Robert M. Roser
OREGON: Col. Phillip S. Groshong
WASHINGTON: Col. Merle V. Starr

PACIFIC REGION



COMMANDER

Col. Ernest C. Pearson

Although designated by the CAP Constitution and Bylaws as the principle governing body, the National Board acted only in those areas reserved exclusively to it, such as election of the National Commander and National Vice Commander and changes in the CAP Constitution and Bylaws. In reality, the National Executive Committee established most of the corporate policy. The CAP Constitution and Bylaws required the National Executive Committee to meet at least twice annually. The National Executive Committee convened in regular meetings at Maxwell Air Force Base, Alabama, on 4-5 June and 18-20 November 1993.⁸

Organization and Mission of Headquarters

Civil Air Patrol-United States Air Force (CAP-USAF)

President Roosevelt transferred Civil Air Patrol from the Office of Civilian Defense to the Department of War on 29 April 1943. The Secretary of War placed Civil Air Patrol under the jurisdiction of the Army Air Forces on 4 May 1943. The Army Air Forces, thereafter, provided for the organization, manning, and equipping of a headquarters for Civil Air Patrol, first in New York City and later at Bolling Field, Washington, District of Columbia (DC). The Army Air Forces continued to supervise the activities of Civil Air Patrol and provide manning for its National Headquarters during a period of uncertainty regarding the future of the organization following the end of World War II.⁹

Although Civil Air Patrol gained a federal charter on 1 July 1946 under Public Law 476 and adopted an ambitious program to be carried out without financial assistance from the Air Force, it quickly became obvious that many of Civil Air Patrol's objectives could not be attained without continued AF support. On 26 May 1948, the 80th Congress passed Public Law 557, which granted Civil Air Patrol official status as a volunteer civilian auxiliary of the Air Force. The law permitted the Secretary of the Air Force to provide certain support to Civil Air Patrol, such as the use of AF services and facilities; assistance with training;

excess equipment and supplies; reimbursement for fuel, lubricants, and communications expenses incurred while participating in AF authorized missions; and AF liaison personnel assigned to offices at the national, region, and state levels of Civil Air Patrol. The law also authorized the Secretary to use the services of Civil Air Patrol in fulfilling the noncombat mission of the Air Force.¹⁰

Headquarters Civil Air Patrol-United States Air Force, located in Building 714 at Maxwell AFB, Alabama, was the head of the organizational structure for support of Civil Air Patrol. In CY 1993, Col Ronald T. Sampson, USAF, continued to serve as Commander, HQ CAP-USAF; Col Edwin D. Gunter, USAF, continued to serve in the Vice Commander position. The Commander, HQ CAP-USAF, served in a dual status. In his military capacity as Commander, CAP-USAF, he directed USAF military support of Civil Air Patrol and commanded all AF personnel assigned to Headquarters, Civil Air Patrol-United States Air Force, the 8 CAP-USAF liaison regions, and the 52 CAP-USAF wing liaison offices. In the role of Executive Director, he administered the day-to-day activities of Civil Air Patrol and was a voting member of the CAP National Board and National Executive Committee. The AF staff assigned to Headquarters, Civil Air Patrol-United States Air Force supported him in both functions.¹¹

An AF colonel assigned to each of the eight CAP-USAF liaison regions commanded a small staff of five military and two civilian personnel in the region office and an officer and noncommissioned officer in each CAP-USAF wing liaison office under his jurisdiction. Liaison personnel served as implementing agents for policies established by the Commander, CAP-USAF; as field advisors to assist CAP commanders in mission training and performance; and as liaison and control between Civil Air Patrol and federal government agencies where facilities, services, equipment, or funds were involved. Liaison personnel were not subject to direction or orders issued by any member of Civil Air Patrol, and liaison personnel exercised no jurisdiction over CAP personnel.¹²

At the end of CY 1993, a total of 250 AF military and civilian personnel were authorized to perform the CAP-USAF liaison mission, 91 of whom were in the Headquarters, and 159 in the 8 CAP-USAF liaison region and 52 wing liaison offices. HQ Civil Air Patrol-United States Air Force, operated from Wilson Hall (Building 714) at Maxwell, AFB, Alabama. The CAP-USAF mission, as contained in Air Force Regulation (AFR) 46-4, continued to be:

- a. To advise and assist Civil Air Patrol in fulfillment of its statutory objectives.
- b. To provide liaison between Civil Air Patrol, the Air Force, and other Department of Defense (DOD) agencies.¹³

The organization and mission of Civil Air Patrol-United States Air Force was further explained in Air University Regulation (AUR) 23-9. The responsibilities of the CAP-USAF Commander were specified as follows:

- a. Ensure accomplishment of individual and unit training in accordance with HQ United States Air Force and HQ Air University (AU) policies and procedures.
- b. Exercise command over assigned/attached USAF personnel.
- c. Be responsible for AF (accountable) property assigned to Civil Air Patrol-United States Air Force.
- d. Assist Civil Air Patrol in obtaining logistical support, as authorized by applicable public law and USAF regulations, from the Department of Defense.
- e. Provides for effective management of assigned resources.
- f. As CAP Executive Director, serve as member of the CAP National Board and CAP National Executive Committee. Administer and direct the day-to-day programs and activities of Civil Air Patrol including the issuance of rules, regulations, directives, and reports necessary for the conduct of affairs and operation of Civil Air Patrol. These functions are executed in accordance with public law, the Constitution and Bylaws of the Corporation, and the resolutions and policies of the CAP National Board and National Executive Committee.¹⁴

CHAPTER II

TRAINING

In its 1946 Act to incorporate Civil Air Patrol, Congress declared that an objective of the corporation would be to "provide aviation education and training, especially to its senior and cadet members." A senior member training program was to prepare members to work with other senior members, support the cadet program, and develop specialties required for the emergency services mission and in performing day-to-day organizational tasks. Cadet members were trained through a structured program of aerospace education, leadership development, physical fitness, moral leadership, and aerospace-related activities.¹

Cadet Training

The CAP Cadet Program was designed to provide opportunities to learn and develop the potential of young people through unit activities, physical fitness, leadership training, moral/ethical leadership, and aerospace education.²

The CAP Cadet Program was open to U.S. citizens and persons lawfully admitted for permanent residence to the United States and its territories and possessions who were 13 years of age, or had satisfactorily completed the 6th grade, through 18 years of age. Upon reaching 18, cadets could choose to either become senior members or remain a cadet until their 21st birthday.³

A primary objective of Civil Air Patrol was to establish a cadet program which would motivate its youth to responsible leadership and citizenship through their interest in aviation.⁴

Civil Air Patrol continued to place special emphasis on youth development in CY 1993 through the CAP Cadet Program. The CAP-USAF Cadet Program Division worked to develop, monitor, and certify the conduct of the CAP Cadet

Program. Cadet development was achieved through a combination of study and performance involving both individual and group effort.⁵

In the local squadron, cadets progressed at their own pace through the structured program of 15 consecutive achievements, increasing in grade and experience as they accomplished each planned achievement level. During the program, cadets became eligible to participate in orientation flights, encampments, and a variety of national and international activities. Incentives and benefits included receipt of ribbons and awards, increased grade and responsibility, and eligibility to compete for academic and flight scholarships. Upon receipt of the Gen Billy Mitchell Award (completion of the first seven achievements - Phase I & II), an advanced entry grade of airman first class (E-3) was allowed when enlisting in the United States Air Force. Achievements 8 through 11 (Phase III) culminated with the Amelia Earhart Award. Completion of the Earhart was a requirement to apply for the International Air Cadet Exchange Program. Upon completion of the final four achievements (Phase IV), cadets became eligible for the Gen Carl A. Spaatz Award. By far the most difficult to obtain, the Spaatz Award has only been achieved by 1,197 cadets since its inception in 1965.⁶

Encampments

Attending a cadet encampment was usually the cadet's first chance to experience the excitement and challenge of the aerospace world. To date, several thousand CAP cadets have been provided this experience through attending encampments conducted at AF bases or other military facilities throughout the United States, Puerto Rico, and overseas. This firsthand look at the military lifestyle allowed cadets to talk with and to observe the men and women of the active armed forces. Also, the cadets gained practical experience and information on aerospace-related career opportunities.⁷



Cadet Mark August, right, of North Kingston, RI, beams with pride as Rocky Mountain Liaison Region Commander, Air Force Col Thomas W. Griesser, prepares to present him the Outstanding Cadet in Professional Military Studies Award, Air Force Academy Class of 1993. This award, sponsored by Civil Air Patrol, is presented in memory of Brig Gen William "Billy" Mitchell and the late Maj Gen Lucas V. Beau. It is presented to the one graduating cadet who has displayed the greatest achievement in professional military studies during four years at the academy. Cadet August is among about 960 cadet who received bachelor of science degrees and commissions as Air Force second lieutenants during the academy's 35th graduation ceremony.

(Photo: Courtesy Air Force Academy)

Cadet Phillip J. Hagen, left, Lockport Composite Squadron, New York Wing, accepts a \$500 Newman Scholarship Award from Maj Larry Stubbs, Niagara Frontier Group Commander. This award was presented to Cadet Hagen during ceremonies conducted recently at Niagara Frontier Group's military ball in Depew, NY.

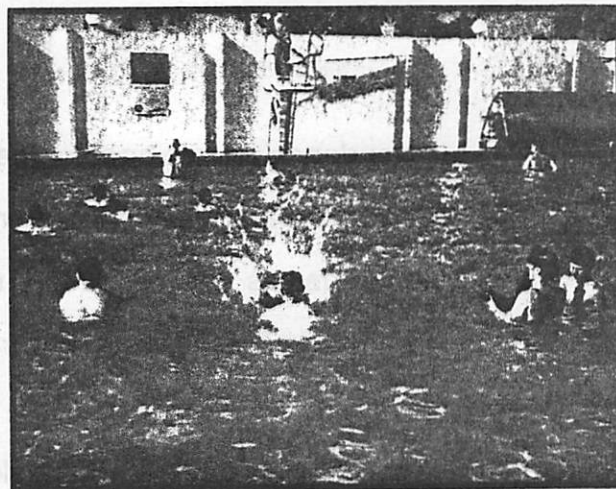
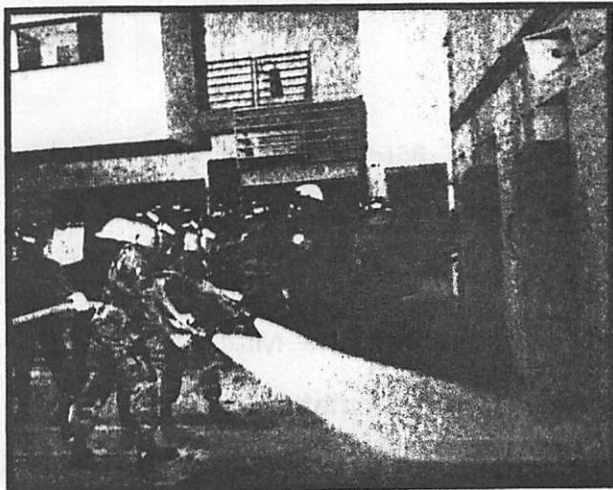


(Photo: Courtesy Niagara Frontier Group, New York Wing)



Cadet Stuart C. Myers of South Fort Worth Composite Squadron, Texas Wing, proudly displays his Gen Carl A. Spaatz Award. Cadet Myers received his award at Texas Wing's annual conference in Galveston, Texas. During the same conference, Cadet Myers was also selected as Texas Wing's Cadet of the Year.

(Photo: Courtesy Lt Col Elsie E. Caldwell, South Fort Worth Composite Squadron, Texas Wing)

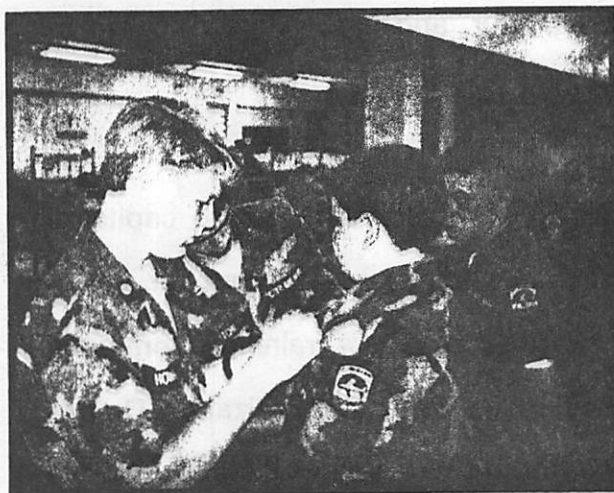


WEST VIRGINIA WING ENCAMPMENT



ORLANDO NAVAL TRAINING CENTER

9-17 JULY 1993



(Photos By: Lt Col Patrick B. O'Neal, Vice Commander, West Virginia Wing, CAPI)

Attendance at an encampment was a significant aspect of the structured CAP Cadet Program. It was a prerequisite to the completion of the first 7 of 15 achievement levels and attaining the Gen Billy Mitchell Award, the first major milestone of the CAP Cadet Program. Cadets who earned the Mitchell Award became eligible for more advanced special activities and automatically earned the grade of airman first class (E-3) should they have chosen to enlist in the Air Force.⁸

A total of 4,676 CAP cadets attended encampments, with 1,230 senior members serving as supervisors. Encampments were conducted at 76 AF bases, other DOD facilities, and non-DOD facilities.⁹

Flight Orientation Training

Civil Air Patrol allocated a total of \$34,200 in its Fiscal Year (FY) 1993 budget to provide locally conducted solo flight training and orientation flights for cadets. A total of \$4,200 was provided for solo flight scholarships to cadets in the 52 CAP wings and overseas units and \$30,000 was allocated to partially fund the orientation flight program conducted at the wing and unit level. Scholarships covered expenses of ground school and flight training leading to solo qualification.¹⁰

CAP cadets could qualify for a series of five 30-minute orientation flights. During CY 1993, the 52 wings and overseas units provided 2,666 cadets their first flight experience. Flights number two, three, four, and five, in the ongoing 5-flight series, were provided for 7,087 cadets.¹¹

National Cadet Special Activities

Wing, region, and national cadet special activities were designed to capitalize on each cadet's interest in aerospace and to educate and prepare them for future challenges. National activities such as **Air Education and Training Command Familiarization Courses (AETCFC)**, **Air Force Space Command Familiarization Course (AFSCFC)**, **Cadet Officer School (COS)**, and **Pararescue Orientation Courses (PJOC)** take place on active AF installations where cadets can see AF men and women



**1993 WINNERS
FOR THE "SIXTH" CONSECUTIVE
NATIONAL CADET COMPETITION
CHAMPIONSHIP
"NORTHEAST REGION TEAM"
REPRESENTED BY THE
"NEW JERSEY WING"**

**2ND PLACE: SOUTHEAST REGION
3RD PLACE: SOUTHWEST REGION**



NATIONAL CADET COMPETITION



28 - 29 DECEMBER 1993

**MAXWELL AIR FORCE
BASE**

ALABAMA

serving their country. Many cadet activities take place at other DOD installations utilizing Air Force, Army or Navy personnel to teach and train these young people for a particular skill or concept.¹²

Cadets earn the right to participate in several nationally conducted special activities as they progress through the structured program. During CY 1993, a total of 574 cadets participated in these national special activities. The most competitive and prestigious activity was the International Air Cadet Exchange.¹³

The **International Air Cadet Exchange Program** was established to foster international understanding, goodwill, and friendship among young people who share a common interest in aviation. The program was first conducted in 1947 between the Air Cadet League of Canada and the Air Training Corps of Great Britain. Civil Air Patrol, with the assistance of the United States Air Force, entered the exchange in 1948. The program has grown over the years, having involved some 41 countries at one time or another.¹⁴

During CY 1993, 94 cadets and 16 senior escorts were exchanged with cadets from 13 other IACE association member nations and 1 Asian country. Exchanges with Japan were arranged and conducted bilaterally by Civil Air Patrol under similar rules and format and in conjunction with the regular IACE program. A total of 93 foreign cadets and 17 escorts visited the United States. During the 19-day exchange, 18 July - 6 August 1993, sponsoring organizations in each country provide visiting cadets with a variety of activities such as tours of AF installations; visits to aerospace industries, airports and air traffic control facilities; orientation flights in gliders and powered aircraft; and sightseeing trips. Visiting cadets stayed in the homes of host families to enhance mutual understanding and cultural exchange.¹⁵

A total of 78 cadets from 30 CAP wings attended the **Cadet Officer School** conducted at Maxwell AFB, Alabama, 20-31 July 1993, and taught by the AU faculty.

The 10-day program featured the development and application of basic leadership and management skills.¹⁶

A total of 54 cadets attended the **Air Education and Training Command Familiarization Courses**, hosted by the Air Education and Training Command (AETC) at two undergraduate pilot training bases. The programs at Columbus AFB, Mississippi (11-17 July 1993, 36 cadets), and Laughlin AFB, Texas (11-18 July 1993, 18 cadets), acquainted cadets with specific activities at Air Education and Training Command and stimulated cadet interest in AF career opportunities.¹⁷

The first **Air Force Space Command Familiarization Course** was conducted 10-18 July 1993 at Peterson AFB, Colorado, with 41 cadets attending. The course was designed to provide an in-depth look at Air Force Space Command operations and navigator training to stimulate the interest in space, undergraduate navigator training, and the Air Force.¹⁸

Basic and advanced **Pararescue Orientation Courses** were conducted by the USAF Pararescue School to instruct the 114 cadet participants in the various techniques of rescue operations. This exceptionally popular 1-week program was conducted at three sites: advanced course, 19-26 June 1993 (16 cadets), and basic course, 17-24 July 1993 (36 cadets), Kirtland AFB, New Mexico; basic course, 31 July - 7 August 1993 (29 cadets), Fort Knox, Kentucky; and basic course, 7-14 August 1993 (33 cadets), George Washington National Forest, Virginia.¹⁹

On 28-29 December 1993, 128 cadets and 16 senior escorts attended the **National Cadet Competition** conducted at Maxwell AFB, Alabama. A 16-member team from each of eight CAP regions competed in aerospace knowledge, physical fitness, and precision drill. The New Jersey Wing team, representing the Northeast Region, was the winner and was presented the "USAF Chief of Staff Sweepstakes Trophy."²⁰



Air Force MSgt David Lloyd provides pointers on shelter construction using parachute material during PJOC at Fort Knox, KY, summer of 1993.

(Photo By: Air Force Reserve Maj Larry Danner, Florida Wing Liaison Office)



Civil Air Patrol's National Commander, Brig Gen Warren J. Barry, seated left, and Ed Lachendro, national Young Eagles coordinator for the Experimental Aircraft Association's Aviation Foundation, sign a joint partnership agreement providing Civil Air Patrol voluntary support for Experimental Aircraft Association's Young Eagles Program. This program aims to fly one million young people by the year 2003 in celebration of the 100th anniversary of the Wright Brothers historic first flight at Kitty Hawk, NC. Also participating in the ceremony are, standing from left, Col Andrew E. Skiba, Northeast Region Commander; Col Gary A. Kogebo, Northeast Region Commander; Air Force Col Ronald T. Sampson, Commander, Headquarters, Civil Air Patrol-USA; Sun 'n Fun EAA Fly-In Inc. member, Bob Highley; and Sun 'n Fun Aviation Foundation Programs Administrator, Debra Johnson.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USA)

Civil Air Patrol-Experimental Aircraft Association (CAP-EAA), Oshkosh was conducted at Wittman Field, Oshkosh, Wisconsin, during the annual airshow hosted by the Experimental Aircraft Association. This 2-week program provided instruction in survival, drill and ceremonies, flight line operations, and aircraft traffic direction and control. In CY 1993, CAP-EAA, Oshkosh, was attended by 65 cadets (1 British cadet) and 35 senior members (2 British senior members).²¹

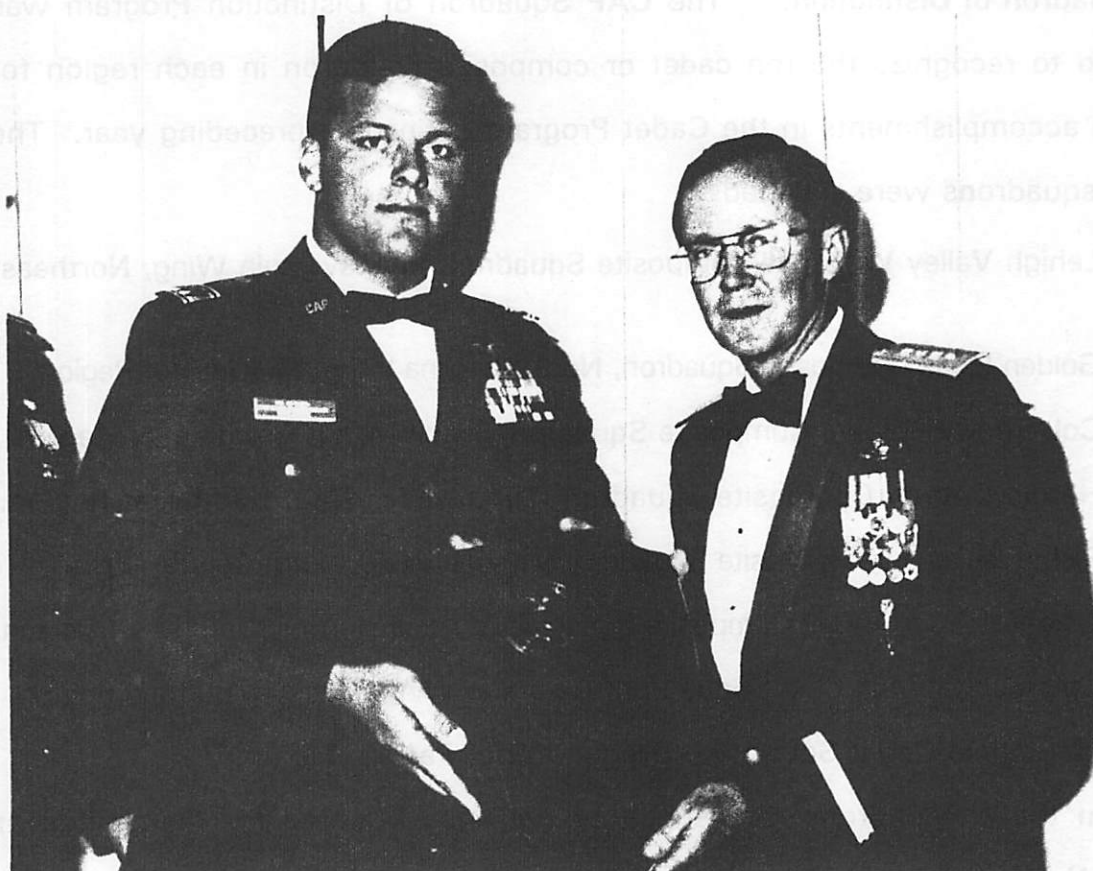
Scholarship Program

In CY 1993, the Civil Air Patrol, through its National Scholarship Program, provided a total of \$48,750 to 54 of its outstanding members to supplement their college or vocational-technical school education. This included the Casaday-Elmore Ministerial Scholarship of \$750. Scholarships were given for study in engineering, education, humanities, theology, and science. Recipients ranged from young persons interested in learning to be aircraft mechanics to those pursuing advanced degrees in aeronautical or aerospace engineering. Embry-Riddle provided an additional four \$1,000 scholarships to cadets attending their institution full time. In addition to the national scholarship program, many scholarships were provided by local and state level CAP units and other outside organizations.²²

The National Order of Daedalians, a multi-service fraternal organization of military pilots, supports Civil Air Patrol through financial contributions for local squadron activities, as well as, solo and private pilot scholarships on both the local and national levels. The scholarships were used for ground and flight training toward a Federal Aviation Administration private pilot certificate.²³

The following recipients were awarded \$2,100 scholarships in CY 1993:

- a. Adam T. Faulk, Washington Wing.
- b. David A. Harris, Oregon Wing.
- c. Adam P. Kass, Illinois Wing.
- d. Mark A. Orek, Missouri Wing.



Cadet Nicholas S. Vazzana, left, beams with pride as he accepts Civil Air Patrol's 1992 "Cadet of the Year Award" from Air Force Gen George Lee Butler, Commander-In-Chief, U.S. Strategic Command. The award was presented at the 1993 National Board, San Diego, CA.

(Photo By: Air Force Sgt Stephen Alderete, Public Affairs Office, HQ CAP-USAF)

- e. Leah J. Weber, Florida Wing
- f. Heather D. Young, Kansas Wing.²⁴

Awards

Cadet of the Year: Nicholas S. Vazzana, Missouri Wing.²⁵

Air Force Association (AFA) Award: Nicholas S. Vazzana, Missouri Wing (Cadet of the Year).²⁶

Squadron of Distinction: The CAP Squadron of Distinction Program was established to recognize the top cadet or composite squadron in each region for distinctive accomplishments in the Cadet Program during the preceding year. The following squadrons were selected:

- a. Lehigh Valley Whitehall Composite Squadron, Pennsylvania Wing, Northeast Region.
- b. Golden Eagle Composite Squadron, North Carolina Wing, Middle East Region.
- c. Col. Shorty Powers Composite Squadron, Illinois Wing, Great Lakes Region.
- d. Hardin County Composite Squadron, Tennessee Wing, Southeast Region.
- e. Richards-Gebaur Composite Squadron, Missouri Wing, North Central Region.
- f. Arkansas River Valley Composite Squadron, Arkansas Wing, Southwest Region.
- g. Colorado Springs Cadet Squadron, Colorado Wing, Rocky Mountain Region.
- h. Marshfield Cadet Squadron, Oregon Wing, Pacific Region.²⁷

From these Squadrons of Distinction, one was selected for recognition at the 1993 National Board. This recognition carried with it an honorarium in the amount of \$500 donated in memory of the late F. Ward Reilly, former CAP National Commander. The CY 1992 **Squadron of Distinction** selected for this honorarium was the **Golden Eagle Composite Squadron of the North Carolina Wing**. For the third consecutive year, this squadron was selected as the Middle East Region Squadron of Distinction. During the rating period the squadron excelled in all aspects of a well-balanced cadet program to include 14 first-time encampments, 56 orientation flights, 5 "Earhart," and 7 "Mitchell Awards." In addition, cadet

and senior membership increased significantly as a result of an aggressive recruitment campaign. Members participated in every available mission and conducted 21 overnight emergency services field exercises and three survival training weekends throughout the year to keep members current and ready for any contingency. As a result, by the end of CY 1992, all but three squadron members were 101-certified and actual response time was cut from 45 minutes to 35 minutes. The unit supported two airshows during the year, providing flight line control, security, and crowd control; and the unit organized and conducted nine weekends of activities including aerospace education and leadership training, war games, archery, fishing and swimming. Capt Bryan L. Campbell commanded this Squadron of Distinction from 1989, when the squadron was chartered, to present. His leadership was instrumental in the squadron's outstanding accomplishments of Civil Air Patrol's three principal missions.²⁸

F. Ward Reilly Leadership Award: Capt Bryan L. Campbell, Commander of Golden Eagle Composite Squadron, North Carolina Wing.²⁹

Senior Member Training

In its role as the Civilian Auxiliary of the Air Force, Civil Air Patrol had a responsibility to fulfill specific mission obligations as outlined in the cadet program, emergency services, and aerospace education. CAP mission performance required informed and active senior members trained in leadership, management, and functional tasks. In CY 1993, Civil Air Patrol continued to attract a diverse group of senior members with varied educational and skill levels that confirmed the necessity for continuance of a strong and standardized training program to ensure maximum performance and readiness. The objective of the CAP-USAF directed Senior Member Training Program during CY 1993 remained the same: "to identify training needs and develop programs to prepare members to support the cadet program, aerospace education, and emergency services." Training was also

provided for those skills required to accomplish day-to-day organizational tasks such as personnel, administration, logistics, and finance. The program remained organized into five training levels.³⁰

Level I - Introduction

Level I training provided new senior members with information required for the transition to active senior membership in a CAP unit and consisted of two parts -- the Orientation Course and the Cadet Protection and Human Relations Training Program (CPHRT). Initially, the new members received from the CAP Bookstore, a collection of pamphlets and manuals that made up the senior member packet. Those materials were to be studied thoroughly prior to attending a Level I CAP Orientation Course. This course is an informative, motivating videotaped presentation. The Cadet Protection and Human Relations Training Program consisted of a video and instructor presentation. The Cadet Protection component was designed to heighten child abuse awareness, thereby reducing the potential for abuse among CAP senior members and cadets. The Human Relations component consisted of corporate policy on nondiscrimination based on sex, race, color, age, religion or national origin in all CAP matters. By the end of CY 1993, 4,236 new senior members had completed Level I training.³¹

Level II - Technical

The Level II technical training phase enabled members to acquire a technical skill and begin basic training in leadership and management skills. Each member, in coordination with the unit commander, selected a specialty based on personal preference and unit needs. Specialty track study guides were provided, and members were encouraged to study CAP directives pertaining to their specialties. Squadron Leadership Schools (SLS) were conducted (1,147 attendees in CY 1993) locally to augment training in Level II specialties. The weekend schools were devoted to a combination of training members to perform their squadron jobs and introducing

leadership and management techniques in the squadron. Level II trainees were also required to complete Extension Course Institute (ECI) Course 13, The CAP Officer Course (675 senior members completed ECI course 13 in CY 1993). During CY 1993 a total of 654 members completed Level II training.³²

Level III - Management

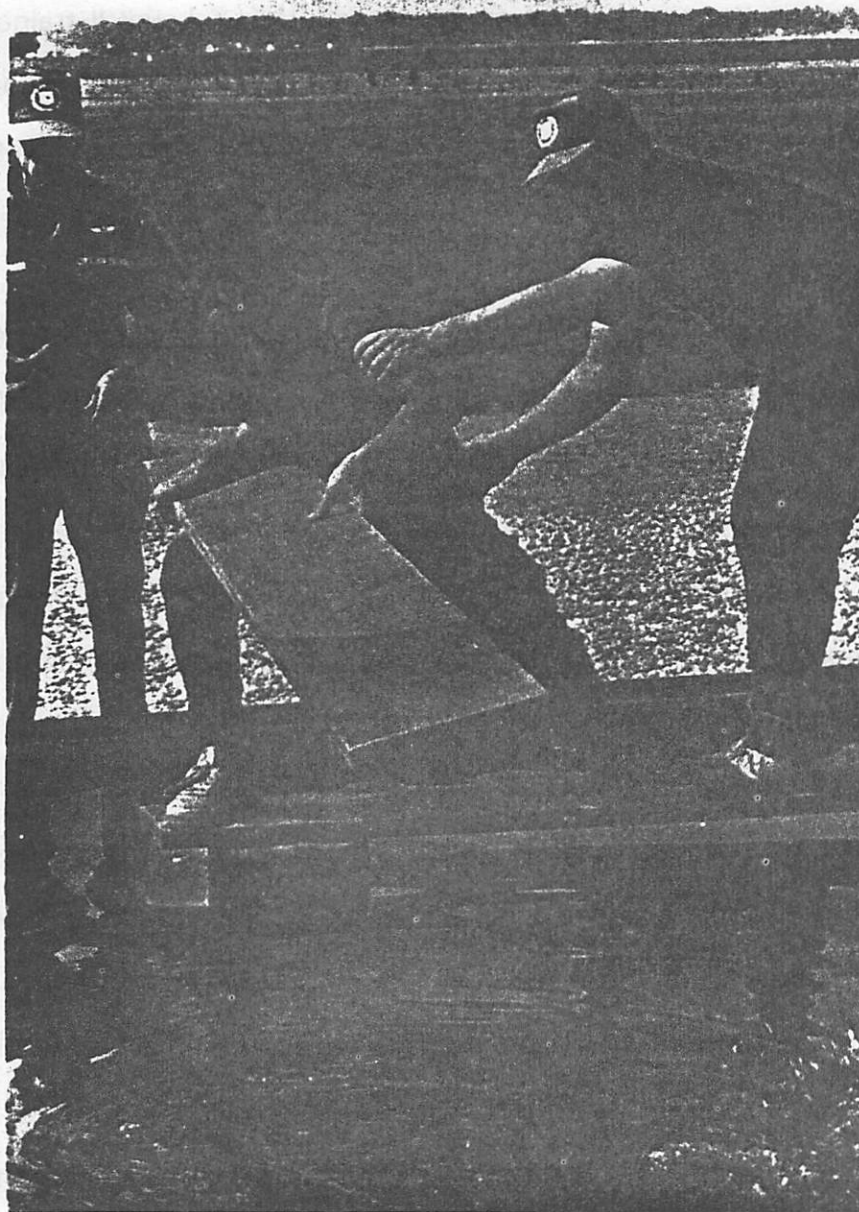
The key aspect of Level III training was the Corporate Learning Course (CLC) which provided instruction on "how to command and manage a unit." This weekend training program, for senior members aspiring to increased responsibilities in command and staff positions, concentrated on the provisions of specific CAP directives. Completion of Level III was required for progression to the grade of major. During CY 1993, 80 Corporate Learning Courses were conducted with 646 members attending, and Level III training was completed by 442 members.³³

Level IV - Command and Staff

This level of training was developed to prepare members for duties and responsibilities of high-level command and staff positions. Ideally, every region and wing commander, and those members being developed to replace them, were expected to complete Level IV training. Training included a 1-week staff college normally conducted within the eight regions and partially funded by National Headquarters. Completion of Level IV was required for advancement to the grade of lieutenant colonel. Seven Region Staff Colleges (RSCs) were held during the year with 154 senior members graduating (see TABLE 1) and 225 seniors completing Level IV training.³⁴

Level V - Executive

This level of training in advanced leadership and management subjects was developed for members performing duty at the executive level of Civil Air Patrol. Criteria for completion of Level V included service as a command or staff officer for three years, serving as director of a squadron leadership school or corporate



Assisting Maj Paul Rowe, center, Illinois Wing, over a water obstacle in a teamwork exercise at "Project X," is Maj Eugene Egry, Pennsylvania Wing. National Staff College advisor Lt Col Laurence Upham, left, observes.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

learning course, a Level I Orientation Course, and attending the 7-day CAP National Staff College conducted annually at Maxwell AFB, Alabama. The National Staff College, 18-24 July 1993, provided advanced leadership and management training focusing on CAP policies, programs, and procedures at the national level. During CY 1993, 71 members graduated from the school, and 77 senior members completed Level V training.³⁵

| TABLE 1 REGION STAFF COLLEGE CY 1993 | | |
|--|-----------------|------------------|
| REGION | NUMBER ATTENDED | DATE |
| Southeast Region | 20 | 30 May - 4 June |
| Pacific Region..... | 20 | 19-26 June |
| Middle East Region..... | 21 | 27 June - 3 July |
| Northeast Region | 24 | 11-17 July |
| Great Lakes Region | 14 | 17-24 July |
| Southwest Region..... | 32 | 17-25 July |
| North Central Region | 23 | 25-30 July |
| SOURCE: Director's Report from Units for CY 1993 | | |

Specialized Training

In addition to the structured training program, several special training opportunities were available to further qualify members in their mission specialties.³⁶

The **Extension Course Institute** at Maxwell AFB Gunter Annex, Alabama, was available to CAP members without charge. CAP members benefited from ECI courses in general subjects, as well as certain specialized fields such as communications. CAP-unique courses such as the CAP Officer Course and the Emergency Services Course were developed and administered by Extension Course Institute to augment training in CAP Level II specialties. During CY 1993, 5,262 members were enrolled in the various available ECI courses.³⁷

The annual **National Search and Rescue (SAR) School** continued to enhance the knowledge, skills, and procedures necessary for CAP SAR mission coordinators. In CY 1993, 94 CAP members attended this 5-day course conducted by the United States Air Force and United States Coast Guard (USCG).³⁸

Twenty newly appointed wing and region commanders attended the **Commander's Orientation Course** conducted at CAP National Headquarters, Maxwell AFB, Alabama, 21-24 February 1993. The 4-day course was conducted by CAP-USAF personnel as an in-house program to address specific needs of new commanders.³⁹

Civil Air Patrol promoted flight safety in a flight clinic program sponsored by Civil Air Patrol and, sometimes, in association with the Federal Aviation Administration, the Aircraft Owners and Pilots Association (AOPA), or other flight safety organizations. The program included ground instruction in essential subjects such as flying safety, FAA regulations, emergency procedures, flight planning, and aviation weather. CAP pilots also participated in the FAA Pilot Proficiency Program in which they demonstrated safe aircraft piloting skills to an FAA-certified flight instructor or a qualified CAP check pilot. In CY 1993, 910 CAP pilots attended flight clinics.⁴⁰

Achievement Awards Summary

The progress and performance of CAP senior members during CY 1993 was recognized by numerous types of achievement awards. "Certificates of Proficiency," for successful completion of Level II training, were presented to 654 senior members. "Grover Loening Aerospace Awards," for successful completion of Level III training, were presented to 442 senior members. "Paul E. Garber Awards," for successful completion of Level IV training, were presented to 225 senior members. "Gill Robb Wilson Awards," for successful completion of Level V training, were presented to 77 senior members.⁴¹

CHAPTER III

AEROSPACE EDUCATION

Public Law 476, which was passed on 1 July 1946, incorporated Civil Air Patrol as a benevolent, nonprofit organization. Two of the objectives and purposes of Civil Air Patrol were related to aerospace education. These were "To provide an organization to encourage the development of aviation (changed to aerospace in 1958) and in the maintenance of air supremacy;" and "To provide aviation (aerospace) education and training especially to its senior and cadet members."¹

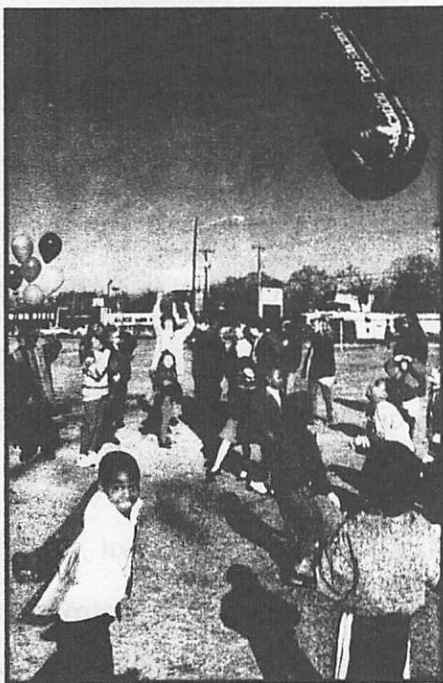
In order to comply with those objectives and purposes, Civil Air Patrol developed an internal and external aerospace education program. The development of those two programs has provided American citizens with an understanding and an appreciation of the importance of aviation and space exploration to our society and to our national security.²

National Congress on Aviation and Space Education (NCASE)

HQ, CAP-USAF Aerospace Education, in cooperation with National Aeronautics and Space Administration and Federal Aviation Administration, hosted the 26th annual National Congress on Aviation and Space Education at Disney's Contemporary Resort and Convention Center, Lake Buena Vista, Florida, 29 April - 1 May 1993. Approximately 750 attendees benefited from the 3-day event designed to promote an understanding of aviation and space education. Teachers were motivated and encouraged to incorporate aerospace education into their curricula, and leaders were given the opportunity to speak out on the aerospace issues facing our nation today.³

Aerospace Education Workshops

CAP-USAF Aerospace Education, in cooperation with colleges, universities, and individual school systems, culminated the year by supporting 182 graduate-

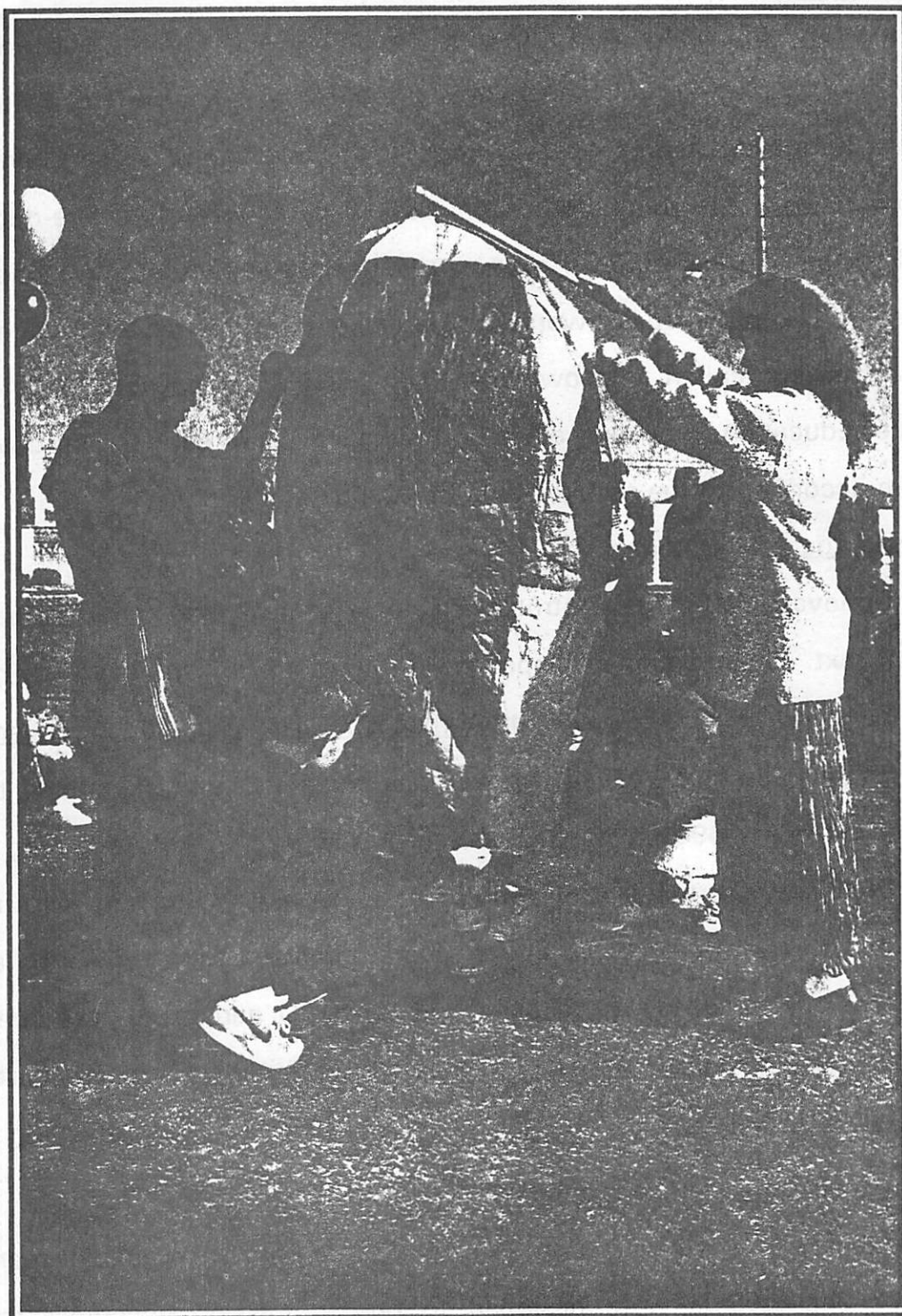


AEROSPACE EDUCATION ACTIVITIES



Aerospace Education Activities experienced in Alabama's Project SOAR (Science Opportunities using Aerospace Resources) Program directed by CAP member Susan Broderick.

(Photos By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)



Preparation for a hot air balloon lift-off is a team effort. Aerospace Education Activities experienced in Alabama's Project SOAR (Science Opportunities using Aerospace Resources) Program directed by CAP member Susan Broderick.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

level aerospace education workshops in 34 states and Puerto Rico with over 5,000 educators attending. CY 1993 was the 43rd year Civil Air Patrol supported aerospace education workshops. Since their beginning, more than 6,400 workshops have been conducted. AF reserve personnel on active-duty tours provided liaison and instructional support to workshop directors. In some cases, military airlift was provided for workshop participants to visit an aerospace facility as part of the curriculum. Following its long established policy, HQ CAP-USAF Aerospace Education provided advice, assistance, and support in developing curriculum according to the requirements of the host institutions.⁴

Aerospace Education Materials

An innovative two-part instructor guide was developed to accompany the CAP cadet text. The uniqueness appeared in the form of 57 transparency masters to accompany the instructor guide of Aerospace: The Flight of Discovery. An interactive videotape on aerospace history was completed and distributed to each of Civil Air Patrol's 1,696 units. Single-concept learning packets featuring Robert Goddard, Amelia Earhart, Eddie Rickenbacker, and General Aviation were revised as were Chronology of Aerospace Events posters and the Jimmy Doolittle activity booklet. The aerospace career booklet and the DOD aerospace resource guide were also revised and the "Aerospace Update" continued to appear quarterly in the Civil Air Patrol News.⁵

Aerospace Education Awards Program

The new Aerospace Education Mission Awards Program was implemented in CY 1993. The awards were designed to reward mission accomplishment in aerospace education by recognizing the "number one" wing in each region and the "number one, two, and three" wings in the nation in aerospace education. The final documentation for the nominations were submitted in turn to each wing Director of Aerospace Education, Liaison Region Director of Aerospace Education



Cadet Chad Williams, Maxwell AFB Cadet Squadron, Alabama Wing, and Capt Stephanie Edwards, Senior Program Officer, Group 1, Georgia Wing, enjoy model rocketry building.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)



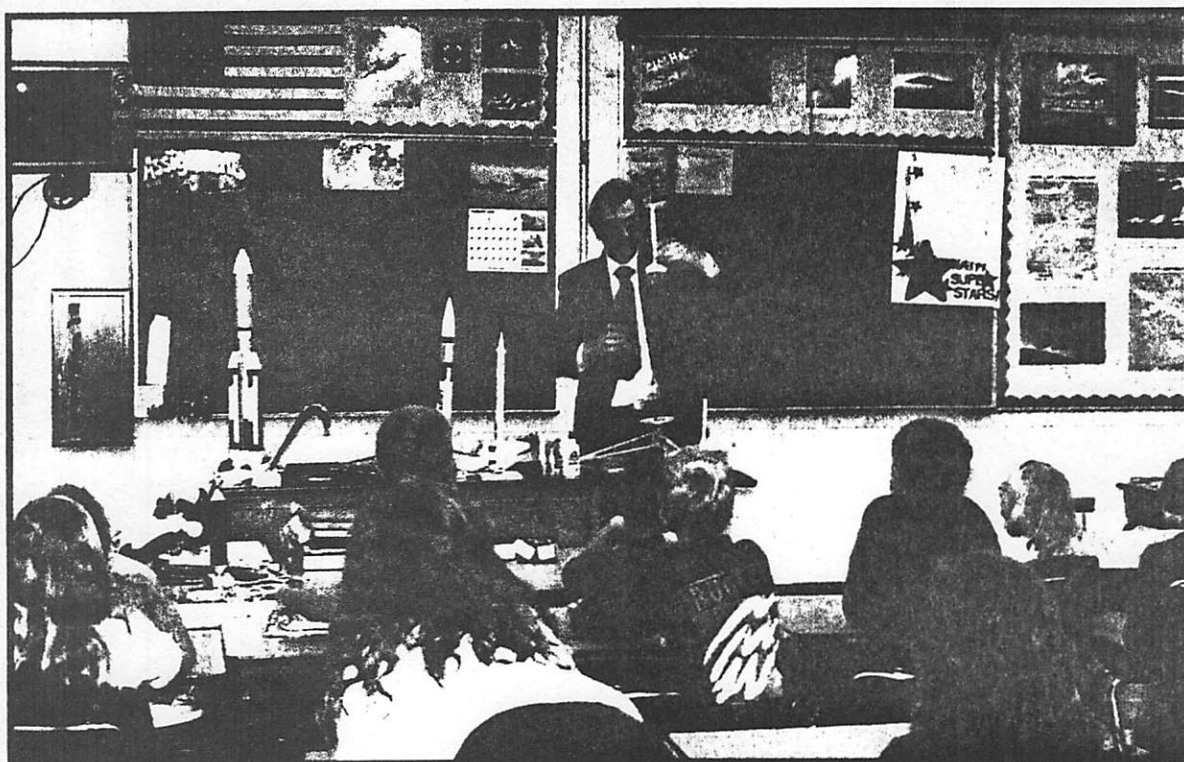
D. J. Martinez and Chris Bishop share their newly built rockets. D. J. and Chris are 4th and 5th grade gifted students and members of the Aerospace Adventures Club at Northwest Elementary School, Tampa, FL.

Photo By: Bonnie Garcia, CAP senior member, Tampa Cadet Squadron)

for verification, and National Civil Air Patrol Headquarters by 31 December 1993 for point tabulation. The winners will be selected in January 1994 and awards will be presented at the 1994 National Board.⁶



Amy Whele received simulator practice before her first flight. Amy is a 5th grade gifted student in CAP senior member Bonnie Garcia's, Tampa Cadet Squadron, class at Northwest Elementary School, Tampa, FL.



Ken Denman from Reflecton (Flight Simulator Manufacturing) shares his rocketry skills with 4th grade gifted students in Bonnie Garcia's class at Northwest Elementary School, Tampa, FL.

(Photos By: Bonnie Garcia)

CHAPTER IV

OPERATIONS

Public Law 476, which established Civil Air Patrol as a federally chartered volunteer benevolent corporation on 1 July 1946, assigned Civil Air Patrol responsibility to encourage and foster civil aviation in local communities and provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies. On 26 May 1948, the 80th Congress passed Public Law 557 granting Civil Air Patrol status as the Civilian Auxiliary of the U.S. Air Force and authorized the Air Force to use the services of Civil Air Patrol in fulfilling the noncombat missions of the Department of the Air Force.¹

Emergency Services

The CAP-USAF Emergency Services Division continued to monitor and support the CAP emergency services mission through coordination with the CAP-USAF field liaison structure. Coordination also continued with various federal, military, and civil agencies, e.g., Air Force National Security Emergency Preparedness (AFNSEP) Office, Air Force Rescue Coordination Center Federal Emergency Management Agency, and the Federal Aviation Administration. The overall objective of the CAP emergency services mission was to save lives and relieve human suffering while safeguarding the lives of CAP personnel providing the service. This was accomplished through emphasis on professionalism in organization, training, planning, and mission execution. CAP emergency services included search and rescue, disaster relief, and various other humanitarian service operations in support of national, state, and local emergency services organizations. Civil Air Patrol maintained its mutual support relationships with Federal Emergency Management Agency, Federal Aviation Administration, American Red Cross, Salvation Army, state emergency management agencies, and

various other humanitarian service organizations chartered to conduct disaster relief.²

Search and Rescue

The National Search and Rescue Plan assigned responsibility to the Air Force for coordinating SAR operations in the inland region of the United States. The U.S. Air Force discharged this responsibility through the Air Force Rescue Coordination Center, located at Langley AFB, Virginia. In its role as the Civilian Auxiliary of the Air Force, Civil Air Patrol was the primary resource available to fulfill this responsibility. Civil Air Patrol air crews and ground teams participated in 84 percent of the search missions coordinated by the Air Force Rescue Coordination Center for CY 1993. The Civil Air Patrol also provided SAR resources to other appropriate major command/agency rescue coordination centers in Alaska, Hawaii, and Puerto Rico. During CY 1993, Civil Air Patrol participated in 3,122 AF authorized SAR missions, flew 14,442 hours, was credited with saving 120 lives (see TABLES 2, 3, and 4). As in previous years, the Emergency Locator Transmitter false alarm rate--an indicated distress situation which did not actually exist--was in the 97 percent range.³

Disaster Relief - As An Air Force Resource

Civil Air Patrol continued to provide disaster relief support to civil authorities at national, state, and local levels. Under DOD 3025.1, Military Assistance to Civil Authorities (MACA) in peacetime, and 3025.10, Military Support of Civil Defense (MSCD) in wartime, Civil Air Patrol provided resources to assist state and local governments in alleviating the suffering that resulted from disaster situations and associated emergencies. CAP resources were utilized extensively in Missouri, Kansas, Illinois, and Iowa during the unprecedented midwest floods. A total of 34 CAP wings participated in the 44-day operation. Civil Air Patrol flew approximately 2,500 hours during almost 500 sorties. The Federal Aviation



CIVIL AIR PATROL AND THE 1993 FLOODS

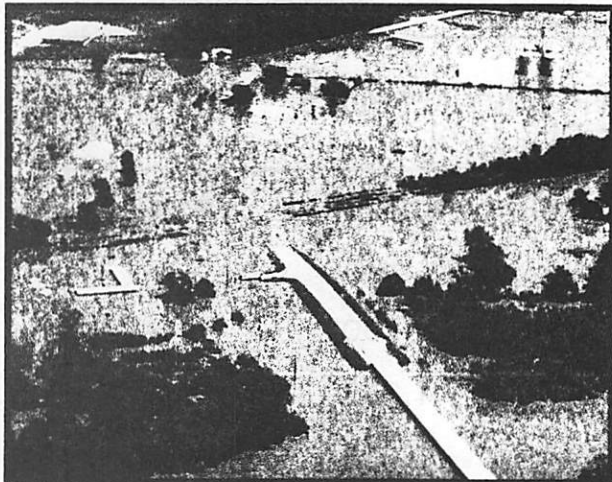


(Photos By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

Administration asked Civil Air Patrol to control a Temporary Flight Restricted (TFR) area over approximately 12,000 square miles. Over 4,500 request to overfly the Temporary Flight Restricted area were processed. Civil Air Patrol also provided damage assessment, emergency transport of patients and medical supplies, searches for chemical contamination and floating caskets, and the never-ending search for emergency locator transmitters. Ground teams filled sandbags, manned shelters, and served over 9,000 meals. Almost 4,000 volunteer man-days were provided by Civil Air Patrol. Humanitarian assistance was also provided during the east coast blizzard, the Oregon earthquake, and the Alabama Amtrak disaster. A total of 2,750 flight hours were logged in Air Force-assigned disaster relief missions. The Memorandum of Understanding (MOU) agreement between the Federal Emergency Management Agency, the Federal Aviation Administration, and Civil Air Patrol is nearly completed. New agreements within this MOU should allow Civil Air Patrol to initiate disaster response services in a more timely manner.⁴

Disaster Relief - As A State Resource

Pursuant to the CAP-USAF Memorandum Of Understanding all CAP wings attempted to revise the standing agreements with their individual state emergency management agency to assist local and state authorities in emergencies that were not of sufficient magnitude to warrant military assistance. CAP-USAF Emergency Services Division, as a part of the CAP National HQ staff, reviewed and made appropriate comments on the various state/local agreements that were prosecuted.⁵



CIVIL AIR PATROL AND THE 1993 FLOODS



(Photos By: Air Force Sgt. Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

TABLE 2
CAP WING PARTICIPATION IN EMERGENCY SERVICES
1 JAN 1993 THROUGH 31 DEC 1993

| <u>REGION</u> | <u>MISSIONS</u> | <u>SORTIES</u> | <u>HOURS</u> | <u>SAVES</u> |
|------------------------|-----------------|----------------|---------------|--------------|
| Northeast | 330 | 600 | 935 | 13 |
| Middle East | 283 | 368 | 830 | 6 |
| Great Lakes | 258 | 551 | 1,323 | 3 |
| Southeast | 587 | 590 | 1,279 | 3 |
| North Central | 175 | 295 | 1,176 | 5 |
| Southwest | 516 | 677 | 1,285 | 21 |
| Rocky Mountain | 175 | 716 | 1,886 | 18 |
| Pacific | <u>798</u> | <u>2,715</u> | <u>5,728</u> | <u>51</u> |
| NATIONAL TOTALS | 3,122 | 6,512 | 14,442 | 120 |

SOURCE: Air Force Rescue Coordination Center Weekly Reports for CY 1993

TABLE 3

CY 1993 AWARDS FOR BEST SEARCH & RESCUE/DISASTER RELIEF PROGRAMS

| REGION | SEARCH & RESCUE | DISASTER RELIEF |
|----------------|----------------------------|------------------------|
| Northeast | New Jersey | New Hampshire |
| Middle East | National Capital | North Carolina |
| Great Lakes | Wisconsin | Wisconsin |
| Southeast | Puerto Rico | Alabama |
| North Central | North Dakota | Missouri |
| Southwest | New Mexico | Oklahoma |
| Rocky Mountain | Utah | Colorado |
| Pacific | Alaska | Oregon |

SOURCE: Letters of Recognition from CAP-USAF regions for CY 1993.



Arkansas Wing's Fort Smith Composite Squadron earned its first ever "find" and "save" recently when the aircrew of Lt Col Lou Fiorette, Capt Ike Hill, and Ralph Gilstrap spotted this crash scene from the air. Civil Air Patrol ground teams and Polk County Sheriff's Office medical personnel soon reached the aircraft and began efforts to rescue the three survivors.

(Photo: Courtesy Arkansas Wing)

TABLE 4
CAP SEARCH and RESCUE SUMMARY
AS OF 31 DEC 1993

| <u>AIRCRAFT</u> | | <u>EMERGENCY SERVICES</u> | |
|---|---------------------------------|----------------------------------|----------------|
| * | Corporate Owned 530 | *** | Missions 3,122 |
| ** | Member Owned (Sole Owner) 3,591 | *** | Sorties 6,512 |
| ** | Member Owned (Part Owner) 1,043 | *** | Hours 14,442 |
| | | *** | Saves 120 |
| * SOURCE: Aircraft Hull Insurance/Inventory Report (S5), 31 Dec 1993 | | | |
| ** SOURCE: Membership Status Report, 31 Dec 93, p 1 | | | |
| *** SOURCE: Air Force Rescue Coordination Center Weekly Reports for CY 1993 | | | |

U.S. Continental Air Reconnaissance for Damage Assessment (CARDA) Plan

National command authorities previously recognized the importance of Continental Air Reconnaissance for Damage Assessment to any national reconstitution effort and shifted CARDA responsibilities from an Air Force only mission to a joint agency mission. Civil Air Patrol maintained its CARDA capability and Civil Air Patrol-United States Air Force maintained contact with the Air Staff to ensure Civil Air Patrol's continued role in Continental Air Reconnaissance for Damage Assessment when the plan is revised by a new staff agency. There has apparently been no action by the Air Staff.⁶

CAP Live Organ Transport (CAPLOT) Programs

The transport program was developed to provide rapid movement of life sustaining tissue when other means of transport were not available or could not provide timely delivery. Civil Air Patrol worked with both local hospitals and the American Red Cross delivering organs, tissue, and blood for specific patients in critical need of these items. The California Wing celebrated the 10th anniversary of the CAPLOT Program in CY 1993. In CY 1993, 16 missions were flown which helped 155 people and helped save 46 lives. Totals for the past 10 years came to 365 missions with 4,343 people helped and 188 lives saved.⁷

Counterdrug (CD) Mission

In CY 1993 Civil Air Patrol continued to fly operational sorties in support of U.S. Customs Service (USCS), the Drug Enforcement Administration (DEA), the U.S. Forest Service (USFS), and other federal, state, and local law enforcement agencies. Because of restrictions placed on the military in enforcing the laws of the United States, and subsequently on Civil Air Patrol since it acted as an extension of the Air Force, the role of Civil Air Patrol in the CD mission was limited primarily to aerial reconnaissance, airborne communications support, and airlift of law enforcement personnel (see TABLE 5). On aerial reconnaissance flights, crews conducted a variety of activities, e.g., flying marine patrols in search of suspect vessels, scouring the landscape for marijuana fields, patrolling the border for suspicious activity, and probing the countryside for clandestine airstrips. On communications support flights, crews served as an airborne relay for messages between law enforcement units, while airlift sorties are flown to transport officers and agents to the scene of counterdrug operations. Airlift missions were also flown to transport officers, witnesses, or evidence to judicial proceedings and other activities. Although most sorties were flown in direct support of civilian law enforcement agencies, CAP crews also flew sorties for units of the Air National Guard (ANG) and active duty USAF units who supported law enforcement activities. For example, crews simulated the flight profiles of drug smugglers who attempted to enter U.S. airspace undetected, providing unannounced practice for radar controllers in recognizing the fleeting targets that the smugglers' aircraft often provided.⁸

| TABLE 5 CY 1993 | | | |
|---|--------------|----------------------------|--------------|
| COUNTERDRUG (CD) OPERATIONS | | HOURS FLOWN | |
| U.S. Customs Service | | 8,886 | |
| Drug Enforcement Administration | | 10,096 | |
| U.S. Forest Service | | 780 | |
| Other Law Enforcement Agencies | | 495 | |
| TOTAL | | 20,257 | |
| CN ACTIVITY BY STATE/REGION | | | |
| STATE | FLYING HOURS | STATE | FLYING HOURS |
| Connecticut | 144 | Delaware | 265 |
| Maine | 426 | Maryland | 0 |
| Massachusetts | 771 | National Capital | 3 |
| New Hampshire | 226 | North Carolina | 187 |
| New Jersey | 91 | South Carolina | 0 |
| New York | 352 | Virginia | 80 |
| Pennsylvania | 1,269 | West Virginia | 157 |
| Rhode Island | 114 | MIDDLE EAST REGION TOTAL | 692 |
| Vermont | 174 | Iowa | 204 |
| NORTHEAST REGION TOTAL | 3,567 | Kansas | 75 |
| Colorado | 23 | Minnesota | 64 |
| Idaho | 376 | Missouri | 48 |
| Montana | 179 | Nebraska | 66 |
| Utah | 240 | North Dakota | 35 |
| Wyoming | 0 | South Dakota | 361 |
| ROCKY MOUNTAIN REGION TOTAL | 818 | NORTH CENTRAL REGION TOTAL | 853 |
| Illinois | 21 | Alabama | 926 |
| Indiana | 169 | Florida | 546 |
| Kentucky | 1,885 | Georgia | 30 |
| Michigan | 79 | Mississippi | 171 |
| Ohio | 89 | Puerto Rico | 15 |
| Wisconsin | 319 | Tennessee | 258 |
| GREAT LAKES REGION TOTAL | 2,562 | SOUTHEAST REGION TOTAL | 1,946 |
| Arizona | 1,171 | Alaska | 4 |
| Arkansas | 699 | California | 847 |
| Louisiana | 202 | Hawaii | 224 |
| New Mexico | 2,067 | Nevada | 453 |
| Oklahoma | 533 | Oregon | 50 |
| Texas | 3,028 | Washington | 541 |
| SOUTHWEST REGION TOTAL | 7,700 | PACIFIC REGION TOTAL | 2,119 |
| TOTAL: 20,257 | | | |
| SOURCE: CAP Form 82 (Wing Counterdrug Activity Monthly Reports for CY 1993) | | | |

Air Force Parts and Personnel Transport

Although a limited activity, Civil Air Patrol's role in transporting aircraft parts, personnel, and other items, benefited both Civil Air Patrol and the Air Force. Many AF bases served as the central supply points or had satellite operations at nearby bases. When there was an immediate need for this support, Civil Air Patrol could transport the required items, allowing combat support aircraft to maintain operational status without the delays of scheduled transportation and without wasting valuable aircrew training time.⁹

FORSCOM - Emergency Regional Reporting System Exercise Missions

During CY 1993, Civil Air Patrol continued a courier support mission that had been initiated in CY 1988. Five to seven CAP wings participated monthly (June-August only -- due to lack of training funds) in U.S. Army Forces Command's alternate national emergency communications connectivity test.¹⁰

Current Operations

In CY 1993, 299 team travel airlift missions were requested. Support was provided by Air Mobility Command (AMC), Air Force Reserve (AFRES), and the Air National Guard. Major activities supported included the National Congress on Aviation and Space Education--17 missions carrying 946 passengers; National Board--16 missions carrying 876 passengers; and National Cadet Competition--8 missions carrying 350 passengers.¹¹

CAP-USAF Current Operations Directorate was also responsible for requesting and coordinating Operational Support Airlift (OSA) for AU activities. In this capacity they submitted 731 airlift requests for Operational Support Airlift and Air Mobility Command supported 440 of these for a 60 percent support rate. Included was support for 478 Flag Officers or equivalent civilians.¹²

Standardization/Evaluation

The HQ CAP-USAF Standardization/Evaluation Division personnel performed standardization/evaluation visits to seven liaison regions during CY 1993 (see TABLE 6). Flight evaluations were administered primarily to directors of operations. Also, procedures concerning the contract aircraft program were reviewed.¹³

| TABLE 6 FLIGHT EVALUATIONS | | |
|---|-------------------------------|-----------------------------------|
| MONTH | USAF-CAP LOCATIONS | NO. FLIGHT EVALUATIONS |
| May | North Central Liaison Region | 1 |
| December | Pacific Liaison Region | 1 |
| May | Southwest Liaison Region | 1 |
| July | Middle East Liaison Region | 1 |
| July | Southeast Liaison Region | 1 |
| May | Great Lakes Liaison Region | 1 |
| November | Rocky Mountain Liaison Region | 1 |
| SOURCE: Standardization/Evaluation Visits Roster (CY 1993) | | |

HQ CAP-USAF Standardization/Evaluation Directorate was responsible for supervising and managing the contract rental aircraft budget. This aircraft budget for FY 1993 was \$450,000 and was distributed to aircraft vendors providing contract rental aircraft services.¹⁴

CAP Flight Clinic Program

Civil Air Patrol encouraged flight safety by providing financial assistance to pilots attending a qualifying flight clinic sponsored by the Civil Air Patrol, the Federal Aviation Administration, the Aircraft Owners and Pilots Association, or other flying organizations. These clinics had to include ground instruction in several essential

subjects such as flying safety, FAA regulations, emergency procedures, flight planning and aviation weather. Flight clinic participants were also required to demonstrate safe aircraft operation to an FAA certified flight instructor or a qualified CAP check pilot. As of 31 December 1993, 910 CAP pilots attended 71 flight clinics. Civil Air Patrol reimbursed a total of \$23,120 to participating members to partially compensate the cost of their attendance.¹⁵

Communications

National Communications Network

Throughout CY 1993, the Civil Air Patrol, with its nationwide communications network, continued to provide outstanding support to local, state, and federal agencies during disaster relief, search and rescue, and many other emergency situations. CAP communications used state-of-the-art, High Frequency (HF) and Very High Frequency (VHF) radios and repeaters in supporting AFRCC search missions as well as interfacing with state Emergency Operations Centers (EOC), and other related organizations and agencies.¹⁶

To further enhance Civil Air Patrol's reliability and improve its capability, radio networks were activated daily including Civil Air Patrol's HF National Command Net. CAP regions activated nets to their respective wings, wings to groups and squadrons, and finally VHF-FM broadcast to the most remote units to ensure positive communications coverage.¹⁷

Training Exercise

Communications was an integral part of CAP operations. It required well-trained radio operators and managers who were capable of providing reliable and effective communications. The 52 CAP wings planned and initiated their annual "No-Notice Wing Communications Exercise" designed to evaluate all emergency services resources in a "real world" scenario, with emphasis on tactical communications support and mobility. CAP communicators continued to perform

in a highly professional manner and responded extremely well to support the goals of the exercise. Civil Air Patrol's goal was to continue to provide CAP communicators with training and experience resulting in optimum efficiency within the communications networks.¹⁸

Licensing Procedures

The Federal Communications Commission (FCC), policy of allowing CAP "Fleet" licenses instead of individual station licenses, as well as authority for controlling power and emission on each frequency, has significantly simplified, reduced, and improved Civil Air Patrol's administrative licensing procedures (Civil Air Patrol previously had 20,895 individual station licenses). More importantly, this fleet licensing method has not only reduced paperwork for the Civil Air Patrol, it has increased the flexibility of CAP units to respond to changing mission requirements (see TABLE 7).¹⁹

Upgrade of Equipment

One of Civil Air Patrol's primary communications goals was to strengthen its communications capability with operational networks for commanders to more effectively communicate with their field units. To enhance this goal, 100 more voice repeaters were purchased and distributed to various wings across the country. In addition, Civil Air Patrol purchased and deployed 22 new high frequency radio "clover" modems. These "clover" modems, utilizing digital signal processing technology, increased our data through-put approximately 1,000 percent.²⁰

TABLE 7
CAP FCC LICENSED RADIO STATIONS
AS OF 31 DEC 1993

| | |
|--------------------------------|------------|
| Fixed/Land Stations | 5,216 |
| Surface/Ground Mobile Stations | 10,933 |
| Air Mobile Stations | 2,565 |
| Search and Rescue Stations | 703 |
| Corporate Aircraft Stations | 532 |
| Repeater Stations | 502 |
| Emergency Locator Stations | <u>444</u> |
| Total Stations | 20,895 |

SOURCE: Quarterly Station Statistics Reports for CY 1993

The National Communications System (NCS) was tasked under Executive Order 12472 to develop a survivable telecommunications infrastructure capable of supporting National Security and Emergency Preparedness (NS/EP) requirements. The Shared Resources (SHARES) Program, developed by the National Communications System and approved by the Executive Office of the President, was the key element in this developing infrastructure. The SHARES Program combined the resources of hundreds of Federal HF radio stations on a shared, interoperable basis, to provide back-up communications for any SHARES participant during emergencies. Civil Air Patrol had the largest station contingent in the SHARES Program, with 135 stations already identified as SHARES participants, and several others scheduled to come on line. Civil Air Patrol continued to support this NCS initiative and volunteered to participate in all NCS sponsored SHARES exercises in CY 1993, as well as in the future.²¹

Air Force Personnel

HQ Civil Air Patrol-United States Air Force authorized and assigned manning as of 31 December 1993 was as shown in Table 8. CAP-USAF has active duty Air Force members assigned to liaison duties in all 50 states and Puerto Rico. All are hand-picked by the HQ CAP-USAF Commander to ensure the highest quality support to the Civil Air Patrol. Each is placed by the Air Force Military Personnel Center on a 4-year controlled military tour--enabling Civil Air Patrol-United States Air Force to maintain a proficient and stable liaison team. CAP-USAF duty remains a challenging and desirable special duty for active duty members.²

Reserve Personnel

The HQ CAP-USAF Reserve Affairs Branch administered the Civil Air Patrol-Reserve Assistance Program for military reservists who supported active duty AF personnel in the performance of the CAP-USAF liaison mission. The CAP-RAP structure supported the active duty CAP-USAF field liaison organization in the 8 CAP regions and 52 CAP wings. Reservists provided advice and assistance to Civil Air Patrol during inactive duty training and temporary active duty tours. The 508 reservists in the Civil Air Patrol-Reserve Assistance Program on 31 December 1993 were assigned or attached to CAP-USAF regions as shown in Table 9.³

The Civil Air Patrol-Reserve Assistance Program provided an opportunity for reservists to earn promotion and retirement credit while making significant contributions to Civil Air Patrol. Nonpaid point-gaining activities for reservists included duties as advisors; lecturers and briefers; course teachers, seminar leaders, panel members, and curriculum planners for leadership schools, technical courses, flight clinics, and workshops; community relations and public affairs speakers; evaluation team members on emergency services exercises; cadet encampment staff members; instructors at CAP unit meetings; staff members for the International Air Cadet Exchange Program; and similar special activities

requiring support to meet active force shortfalls. In FY 1993, 7,600 mandays were allocated to Civil Air Patrol-United States Air Force. CAP-USAF also has a limited number of individual mobilization augmentees (IMAs) (see TABLE 9, Category B) who are also AF reserve members.⁴

| TABLE 9 RESERVIST ASSIGNED BY CAP-USAF REGION 31 DEC 1993 | | | | |
|--|-------------------|-------------------|------------------------|--------------|
| | <u>Category H</u> | <u>Category B</u> | <u>Additional Duty</u> | <u>Total</u> |
| Northeast Region | 43 | 3 | 1 | 47 |
| Middle East Region | 46 | 6 | 0 | 52 |
| Great Lakes Region | 67 | 5 | 3 | 75 |
| Southeast Region | 122 | 7 | 4 | 132 |
| North Central Region | 41 | 5 | 0 | 46 |
| Southwest Region | 61 | 3 | 0 | 65 |
| Rocky Mountain Region | 23 | 4 | 0 | 27 |
| Pacific Region | <u>57</u> | <u>6</u> | <u>1</u> | <u>64</u> |
| TOTAL | 460 | 39 | 9 | 508 |
| Source: Reserve Affairs Monthly Strength Roster for CY 1993 | | | | |

CAP Membership

As of 31 December 1993 cadet membership had dropped to 19,607 and senior membership had dropped to 33,709 for a total membership of 53,316. Cadet membership was down 1,521 and senior membership was down 842 from 31 December 1992. These figures were particularly significant since a special membership campaign was conducted during CY 1993.⁵

The 1993 Membership Campaign was announced in late CY 1992 and ran from 1 March through 31 May 1993. Although overall membership did not increase as a result of this campaign, the rate of decline was slowed down and the campaign was considered a success.⁶

Prizes were awarded to individual members; the Cadet Advisory Council of the wings recruiting the most cadets and the highest percentage of cadets; and to the top ten squadrons showing the highest overall growth. The winners were announced at the 1993 National Board meeting in San Diego, California.⁷

In order to capitalize on the success of the first campaign, the November 1993 National Executive Committee approved plans for a follow-on campaign in the spring of CY 1994.⁸

CAP Election of Officers

At the 1993 National Board meeting, CAP Col Richard L. Anderson, was elected National Commander and promoted to the rank of CAP brigadier general. CAP Col Edwin W. Lewis, Jr., Commander of the Pacific Region, was elected National Vice Commander at the same meeting. Although the position of National Chief of Staff had remained vacant for several years, the National Commander decided to fill this position and appointed CAP Col Paul Bergman, Great Lakes Region Commander, in early November. At the same time CAP Col John P. Ratcliff, Commander of the Middle East Region, was appointed National Finance Officer; CAP Col Dwight Wheless, North Carolina Wing Commander, was appointed National Legal Officer; and CAP Col Larry D. Kauffman, former Pennsylvania Wing Commander, was appointed National Controller. Additionally, 6 new region commanders were appointed as well as 18 new wing commanders.⁹

CAP Uniform Changes

General Anderson, the new National Commander, personally felt wear of the maroon epaulets on the service coat and other outer garments was still causing major problems for the general membership. One of his first acts as National Commander was to appoint a National Commander's Select Working Group to study this issue. The Group met at Maxwell AFB on 13 October 1993 and was comprised of one region commander, two wing commanders, and two squadron

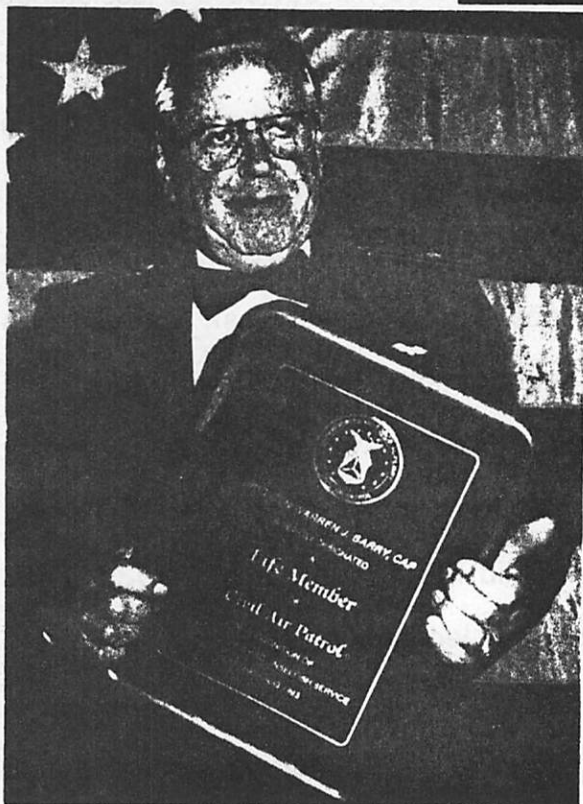
1993 NATIONAL BOARD

CIVIL AIR PATROL NATIONAL BOARD MEETING

12-14 AUGUST 1993
TOWN AND COUNTRY HOTEL
SAN DIEGO, CALIFORNIA

TRANSFER OF LEADERSHIP

Outgoing National Commander, Brig Gen Warren J. Barry (far right) looks on as Air Force Gen George Lee Butler, U.S. Strategic Command, Commander in Chief, presents the Civil Air Patrol flag, signifying assumption of command of the organization, to the new National Commander, Brig Gen Richard L. Anderson.



SPECIAL RECOGNITION

On the eve of Brig Gen Warren J. Barry's transfer of leadership, he became a "Life Member" of Civil Air Patrol (left photo). General Barry began his dedicated service to Civil Air Patrol in June 1952. General Barry has been one of the organization's strongest supporters, most effective spokesperson, and received numerous honors. In addition to General Barry's "Life Membership" he was honored as the newest "Hall of Honor" inductee and was announced as Air University's nominee for the "National Aeronautics Association's Wright Brothers Memorial Trophy."

(Photos By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

commanders. After considerable discussion the Group presented two options to the November meeting of the National Executive Committee--replace the maroon epaulet with metal grade insignia and an enamel crest similar to the way the Army regimental crest is worn; or retain the maroon epaulet for the time being and seek USAF approval to transition into the new Air Force uniform with a distinctive CAP configuration. Upon approval by the National Executive Committee a survey was placed in the December issue of the Civil Air Patrol News to determine the feeling of the general membership regarding these options. The results of the survey are to be presented to the National Board in February 1994.¹⁰

Items of Interest

The Chief, CAP Personnel continued to maintain a close working relationship with the Aircraft Owners and Pilots Association and on 28 January 1993 visited AOPA Headquarters to discuss declining membership and other problems. Mr Drew Stekett, Senior Vice President for communications, offered his advice and assistance and visited the Headquarters, 25 March 1993, furnishing an excellent "outsider looking-in" report of our operation. Aircraft Owners Pilots Association also donated a \$100 flight scholarship for use as a prize in the recruiting campaign.¹¹

The Chief, CAP Personnel and the Corporate Legal Counsel continued to serve on the National Collaboration For Youth Sex Abuse Task Force. As recognized experts on Federal Bureau of Investigations (FBI) fingerprinting and criminal records screening for volunteer organizations, they were asked to testify before the House Judiciary Committee's Sub-committee on the Civil and Constitutional Rights concerning the National Child Protection act of 1993. Their efforts directly resulted in influencing this key legislation affecting volunteer organizations.¹²

After considerable delays, testing began on the new computer system during late CY 1993. The accounting programs had required significant modifications and

had priority over the personnel system thus delaying the testing and conversion. At the end of CY 1993 testing was still in progress and conversion was scheduled for the new fiscal year--July 1994.¹³

At the National Board meeting, in August 1993, the CAP Personnel Division announced that membership renew dues could now be paid by credit card--Master Card or VISA. This initiative provided a method for members to call in and renew their membership on the spot. The initiative has been highly successful and favorably received by the membership in the field.¹⁴

In late CY 1993, Civil Air Patrol approved a innovative cooperative program between Civil Air Patrol and Air Force Reserve Officer Training Corps. Under this program CAP units would be established at selected ROTC detachments and provide funded flight orientations to ROTC cadets, as well as increased membership for both organizations. The program began 1 December 1993 with eleven test units (see TABLE 10). If the test proves to be successful, Civil Air Patrol will consider expanding nation-wide.¹⁵

TABLE 10
CAP AND AFROTC
PRIMARY TEST UNITS

| | |
|---|-------------------------------------|
| University of Arkansas | <i>(Fayetteville, Arkansas)</i> |
| The Citadel (Charleston, | <i>South Carolina)</i> |
| North Carolina A & T | <i>(Greensboro, North Carolina)</i> |
| Tuskegee University | <i>(Tuskegee, Alabama)</i> |
| University of St. Thomas | <i>(St. Paul, Minnesota)</i> |
| University of Wisconsin at Madison | <i>(Madison, Wisconsin)</i> |
| University of Connecticut | <i>(Storrs, Connecticut)</i> |
| Georgia Institute of Technology | <i>(Atlanta, Georgia)</i> |
| Texas A & M | <i>(College Station, Texas)</i> |
| Tulane University | <i>(New Orleans, Louisiana)</i> |
| University of Utah | <i>(Salt Lake City, Utah)</i> |

SOURCE: AFROTC/CAP Program agreement, 1 Dec 1993



AFROTC Commandant, Air Force Brig Gen James D. Latham, second from left, and HQ CAP-USAF Commander, Air Force Col Ronald T. Sampson, sign an agreement authorizing the start up of an AFROTC/CAP program designed to benefit both organizations. Air Force Lt Col Ross L. Bradie, Chief, Plans and Programs, HQ AFROTC, and Ms Renova W. Williams, Chief, CAP Personnel Division, HQ CAP-USAF, assisted with the signing as primary project officers for their respective organizations.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

The November National Executive Committee meeting approved a test program to authorize unit commanders to submit promotion requests for lower senior member grades directly to National Headquarters without going through wing and region commanders. A six-month test program will go into effect 1 January 1994 and results will be briefed to the National Board in August 1994.¹⁶

CAP Personnel Actions

The Personnel Management Branch processed 5,462 promotions during CY 93; 29 were promotion waivers. In addition, 16,146 new member applications and 29,874 membership renewals were processed. The Confidential Screening Division processed 6,741 fingerprint cards during CY 1993.¹⁷

During the annual charter review 168 under strength units were identified. A total of 52 units were deactivated. Waivers of the minimum membership requirements were granted to 57 units, 47 units were redesignated, and 14 units were brought up to strength. At the end of CY 1993 Civil Air Patrol had a total of 1,685 chartered units.¹⁸

The following national level awards were processed by the Personnel Management Branch in CY 1993 (see TABLE 11):¹⁹

| TABLE 11 CY 1993 NATIONAL LEVEL AWARDS | |
|---|-----------|
| Silver Medal of Valor | 4 |
| Bronze Medal of Valor | 6 |
| Distinguished Service Medal | 21 |
| Exceptional Service Award | 2 |
| Meritorious Service Award | 19 |
| Unit Citation Award | 26 |
| Commanders Commendation Award | <u>21</u> |
| TOTAL | 99 |
| SOURCE: CAP Form 120 (Recommendations for Decorations) for CY 1993 | |



Southeast Region Vice Commander, Col Glen D. Atwell, goes through final preflight activities for the initial orientation flight as Tuskegee University AFROTC Cadets Darryl Stewart and Tommy Smith look on. The flights took off from Tuskegee, Alabama's historic Moton Field, training site for the World War II aviators of renown, the Tuskegee Airmen. The CAP/AFROTC Cadet Initiative Test Program is designed to increase membership and recruiting for both organizations, optimize limited resources, and promote joint activities in air and space education.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

In recognition of outstanding contributions to Civil Air Patrol, and as one of its highest honors, the National Board created a life membership for Brig Gen Warren J. Barry, CAP, upon completion of his tour as National Commander. General Barry was also inducted as the thirty-second inductee of the CAP Hall of Honor.²⁰

FINANCIAL MANAGEMENT

The HQ CAP-USAF Comptroller advised the CAP-USAF Commander on financial matters, developed the Air Force appropriated fund budget, and distributed funds to headquarters staff functions and field liaison offices. The Comptroller also provided financial advice to the Civil Air Patrol governing bodies and prepared the CAP corporate budget.²¹

TABLE 12
AIR FORCE APPROPRIATED FUNDS PROVIDED TO SUPPORT
CIVIL AIR PATROL PROGRAMS
FY 1993

| | |
|---|---------------------|
| SEARCH AND RESCUE/DISASTER RELIEF MISSION | \$2,232,000 |
| COUNTERDRUGS MISSION | 2,000,000 |
| AIRCRAFT MAINTENANCE | 1,126,200 |
| VEHICLES/EQUIPMENT MAINTENANCE..... | 489,500 |
| INTERNATIONAL AIR CADET EXCHANGE (IACE) | 241,600 |
| FINGERPRINTING | 115,000 |
| UNIFORMS (3,457 SETS) | 266,700 |
| AIRCRAFT BUYS..... | 2,700,000 |
| VEHICLE BUYS | 825,000 |
| COMMUNICATIONS EQUIPMENT | <u>600,000</u> |
| TOTAL | \$10,596,000 |

SOURCE: HQ Air University FY 1993 Budget Authorization/Allotment

Air Force Funds

The FY 1993 appropriated budget was \$482,000 less than requested. This meant cuts in major CAP-USAF programs such as travel, aircraft rental, and supply purchases. Unfunded requirements submitted through HQ Air University resulted in an additional \$148,000 being issued to HQ CAP-USAF. Congressional adds to the CAP Corporation appropriated funding was \$4,472,000 for this fiscal year. A total of \$1,331,000 was added to Operations and Maintenance funding, \$716,000 was added to aircraft procurement, and \$1,425,000 was approved for investment equipment purchases (see TABLE 12).²²

Civil Air Patrol Funds

The annual audit performed by Tom Smith and Associates, the independent public accounting firm hired by the corporation, was briefed at the National Board Meeting held at Maxwell AFB in February 1993. The CAP Corporation budget for FY 1993 was approved by the National Executive Committee for \$5,477,841. The corporation ended the year with expenditures of \$4,980,679. The CAP Bookstore had a profit of \$173,739 while the CAP Supply Depot ended the year with a loss of \$94,226.²³

Plans and Programs

The Plans and Programs Branch functioned as both the CAP-USAF and CAP office for strategic planning, coordinator for the development of new and revised programs, and as a special projects office for the Commander/Executive Director.²⁴

In CY 1993, significant accomplishments included revitalization of the Liaison Officer and Noncommissioned Officer Orientation Course, 26-28 October 1993. The course focus was shifted to the individual in the field and what he or she needed in order to function effectively. Guest speakers from outside the organization were added to broaden the perspectives of the course attendees and give them new direction to explore.²⁵

The Plans and Office Branch, upon request from the HQ CAP-USAF commander, coordinated all activities associated with the the CAP-USAF Liaison Region Commander's Conference, 28 September - 1 October 1993, Maxwell AFB, Alabama. Coordination consisted of billeting arrangements, schedule of events, information packages, refreshments, protocol procedures, and critique sheet.²⁶

Planning for the reorganization of the Headquarters and the conversion of the field liaison offices to a structure manned by retirees, similar to the Junior Reserve Officer Training Corps, moved forward. The required legislation was sent to Congress as part of the FY 1995 Omnibus Bill; action is expected during the summer of CY 1994. The plans for the reorganization include development of the downsized Headquarters staff (25 military and civilian personnel), development of a list of retained duties and functions plus a list of tasks to be transferred to the Civil Air Patrol. Liaison office consolidations have been proposed to increase the efficiency of the field liaison office system, the total will decrease from 104 officers and noncommissioned officers to approximately 39 officers and 50 non-commissioned officers.²⁷

The branch continued the emphases on CAP goals and objectives by presenting them at the November NEC meeting for review and continued endorsement. The committee approved the recommendation that included minor editorial changes.²⁸

CAP National Executive Committee Meeting

The National Executive Committee, established in accordance with the CAP Constitution and Bylaws to serve as the governing body of the CAP Corporation at times when the CAP National Board was not in session, was required to meet at least twice annually. The Plans and Programs Branch served as project office for two such meetings of the National Executive Committee during CY 1993. The office requested proposed agenda items from NEC members, CAP wing commanders, CAP committee chairman, and the HQ CAP-USAF staff; staffed and coordinated agenda items within

the Headquarters; and mailed the approved agenda, with appropriate supporting documents, to NEC members and wing commanders 30 days in advance of the scheduled meeting dates. The Chief of Plans and Programs served as floor manager and coordinator during the meetings. The Corporation hired an employee, 1 February 1992, to tape, transcribe, summarize, and provide verbatim minutes (using CAP transcribing and recording equipment) of the NEC and NB meetings. Plans and Programs Branch provided the approved minutes to all NEC members, CAP wing commanders, and HQ CAP-USAF staff and field liaison personnel. NEC meetings were held at Maxwell AFB, on 4-5 June, and 19-20 November 1993.²⁹

CAP National Board Meeting

The CAP Constitution and Bylaws established the National Board as the primary governing body of Civil Air Patrol and required that it meet at least twice annually. The Plans and Programs Branch planned, coordinated, and conducted two events. The National Board met 19-20 February 1993, Montgomery, Alabama, for a business meeting. The summer National Board Meeting was held at the Town and Country Hotel, San Diego, California, on 12-14 August 1993. CAP members and guests (943) attended the events. The board elected and promoted, to the rank of brigadier general, Col Richard L. Anderson (also active duty USAF officer (major) assigned to U.S. Atlantic Command), Civil Air Patrol, as National Commander. Col Edwin W. Lewis, Jr., CAP Pacific Region Commander, was elected National Vice Commander.³⁰

CAP Annual Report to Congress

The Plans and Programs staff prepared the CAP Annual Report to Congress as required by Public Law 476 of the 79th Congress. The 32-page booklet document illustrated with black-and-white photographs and eight pages (to include front and back cover) of full color photographs, CAP activities in all mission areas. All elements of the preparation and printing were accomplished in-house except for the color separation of color photos. The branch coordinated the publishing, printing, and



"Hall of Honor" Induction

Brig Gen Johnnie Boyd, a Hall of Honor member himself (right), stands by Brig Gen Warren J. Barry as the narrative accompanying his "Hall of Honor" induction is read. The plaque of General Barry will hang in the Air Force Museum's Civil Air Patrol Hall of Honor.

(Photo By: Air Force Sgt Stephen P. Alderete, Public Affairs Office, HQ CAP-USAF)

distribution of the CY 1992 report. The report published (March 1993) in 14,700 copies and widely distributed (June/July 1993) to national, regional, state, and local levels was delivered, by National Capital Wing and New Jersey Wing cadets, to each member of Congress on 21 April 1993. The division started preparation of the CY 1993 report and planned for publication and distribution in CY 1994. The report was Civil Air Patrol's only prestige publication and was used extensively in public relations activities.³¹

Civil Air Patrol-Management Analysis Program (CAP-MAP)

In CY 1992 a review of the Civil Air Patrol Management Analysis Program was made focusing on making award presentations based on mission performance rather than reporting and information dissemination. Proposed recommendations were made at the May 1992 National Executive Committee meeting. Approval was given to proceed and present final recommendations at a later meeting. The final recommendations were presented and discussed at the November 1992 National Executive Committee meeting. The recommendations were approved and the decision to replace the existing CAP-MAP Program with the proposed mission-oriented awards program. The last CAP-MAP awards were presented at the 1993 National Board, 12-14 August 1993, San Diego, California, for CY 1992 (see TABLE 13).³²

| TABLE 13 | |
|--|---------------------------------------|
| CAP-MAP "Wings On High" AWARDS FOR CY 1992 | |
| Delaware Wing - Middle East Region | Kentucky Wing - Great Lakes Region |
| North Dakota Wing - North Central Region | Nevada Wing - Pacific Region |
| Alabama Wing - Southeast Region | Arkansas Wing - Southwest Region |
| Connecticut Wing - Northeast Region | Colorado Wing - Rocky Mountain Region |
| NUMBER ONE WING IN THE NATION: Delaware Wing & Connecticut Wing | |
| NUMBER TWO WING IN THE NATION: Virginia Wing | |
| NUMBER THREE WING IN THE NATION: Kentucky Wing | |
| NUMBER ONE REGION IN THE NATION: Middle East Region | |
| Source: CAP-MAP Final Report (31 Dec 1992) for CY 1992 | |

Information Management

The Information Management Division supported both HQ Civil Air Patrol-United States Air Force and Civil Air Patrol.³³

Publishing and Distribution

The mail distribution function processed approximately 150,000 pieces of official mail. The continued stringent use of third class, fourth class, and bulk mail rates, coupled with extensive mail consolidated efforts, saved \$24 thousand in postage costs. Weekly consolidated mailings were dispatched to all CAP regions, wings, CAP-USAF liaison regions, and wing liaison offices. In support of CAP units, 9 mass mailouts consisting of 1,600 packages per mailing were completed. These mailouts contained mostly new CAP publications and forms. Three hundred CAP-USAF special orders, primarily supporting USAF travel and CAP invitational travel requirements, were processed. Forms and publications resupply to CAP units was accomplished daily throughout the year.³⁴

Printing Plant production in support of CAP-USAF and CAP was 1,432 jobs totaling 26.8 million pages. The division typeset 1,445 pages for printing, revised 28 CAP-USAF and CAP publications, and revised/redesigned 13 forms. The Printing Plant printed the CY 1992 CAP Annual Report to Congress. The report had 8 full pages of 4-color process and 28 pages, with halftones, printed in black and white (14,700 copies). Other 4-color jobs included a 48 page bookstore catalog (30,000 copies), and the CAP calendar (30,000 copies).³⁵

Materiel Management

The HQ CAP-USAF Logistics Division continued to provide support and assistance to Civil Air Patrol in the areas of supply, equipment, transportation, real estate facilities, and aircraft assignment, acquisition, and maintenance. The division also managed office facilities of the CAP-USAF field liaison structure and controlled General Services Administration (GSA) vehicles used by liaison personnel.³⁶

Management of Aircraft

The September 1984 Congressional Amendment to the CAP Supply Bill continued to enhance AF support of Civil Air Patrol. In CY 1993, \$6.5 million in AF funds were provided to upgrade CAP resources. The funds were used to purchase or rebuild 28 late-model, used, aircraft and to provide major maintenance for all of the 530 aircraft in the CAP-owned fleet. This enabled Civil Air Patrol to maintain the current size of the corporate fleet and improve its operational capability by replacing or rehabilitating aircraft that were becoming unsafe to operate.³⁷

The CAP aircraft fleet consisted of 530 aircraft on 31 December 1993. Civil Air Patrol established a goal of 530 aircraft for the fleet. During CY 1993, 28 aircraft were procured and 27 aircraft were turned in for disposal.³⁸

The CAP Corporation has conducted its own voluntary Hull Self-Insurance Program for CAP-owned aircraft since 1 July 1983. The program covered all 530 CAP aircraft valued at over \$34 million. Aircraft values were derived from the "Aircraft Blue-Book Price Digest." Insurance premiums, established by CAP regulation, were only 1.25 percent of the hull value of the aircraft and totaled \$430 thousand for CY 1993. AF personnel, serving as the CAP National Logistics Staff, USAF military and civilians, dual-hatted as USAF/Logistics and CAP/Logistics staff, directly managed the program.³⁹

Management of Property

Civil Air Patrol was authorized by the original "CAP Supply Bill" (Public Law 557) to acquire equipment and supplies that were excess to the needs of the Department of Defense. The Air Force transferred DOD excess property with an original acquisition value of \$4,750,432.87 to Civil Air Patrol during CY 1993. Civil Air Patrol disposed of DOD excess property with an original acquisition value of \$904,531.68 and realized a return of \$124,284.24, which was reinvested in

CAP programs. The CAP-owned vehicle fleet consisted of 950 units as of 31 December 1993. Civil Air Patrol continued to modernize its fleet by disposing of unserviceable units and replacing them with newer models. CAP Supply Bill funds were used to purchase 50 vehicles. CAP Supply Bill funds were also used to purchase 3,457 cadet uniforms with a total cost of \$266,700.⁴⁰

Public Affairs

The Public Affairs Division continued to seek and gain the public recognition for Civil Air Patrol in CY 1993. All materials in support of Civil Air Patrol were factual and presented in a professional manner.⁴¹

Twelve issues of the Civil Air Patrol News, the official monthly newspaper of Civil Air Patrol, was produced with an average press run of 55,000. Paid advertising revenue from the newspaper totaled \$10,310.78 for the CAP Corporation.⁴²

The Internal Information Branch made distribution of more than 12 thousand copies of the CY 1992 Annual Report to Congress to Civil Air Patrol region and wing headquarters for their internal use and to military commanders of all branches of the Armed Forces. The division provided 40 photographs and cutlines for reproduction in the Civil Air Patrol's CY 1993 Annual Report to Congress.⁴³

The Internal Information Branch produced one issue of the Public Affairs Newsletter. Content included training materials, photographs and cross-feed from National Headquarters Civil Air Patrol, wing and unit Public Affairs Offices. It also contained art work which could be locally reproduced by CAP units.⁴⁴

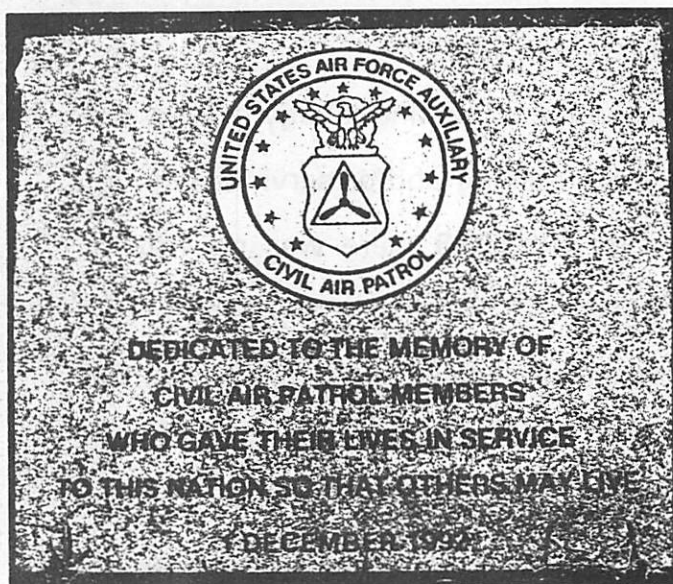
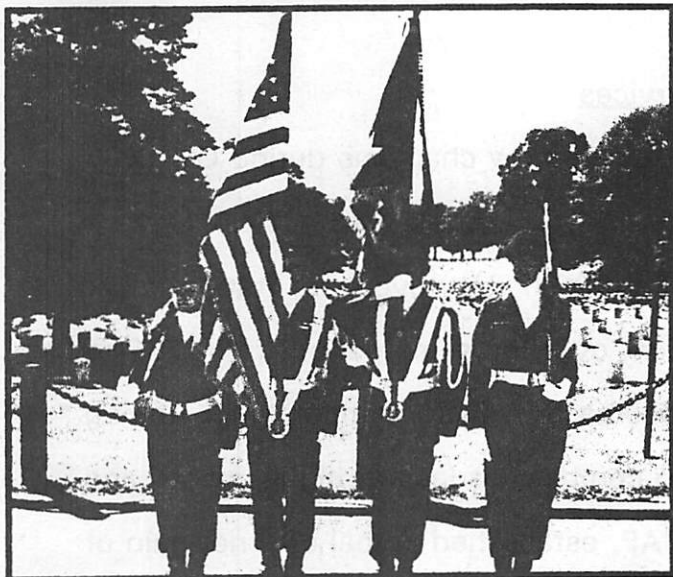
The branch prepared 21 activity reports of wing Public Affairs Office activities which were used by Inspector General (IG) personnel during annual IG inspections of CAP wings. The division made distribution of more than 3,700 pieces of Public Affairs officer training materials, 300,000 pieces of recruiting materials which included TV Public Service Announcements, and radio Public Service Announcements to CAP Public Affairs Officers across the nation.⁴⁵

Public Affairs Division provided photo coverage of the Cadet Officer School, National Congress on Aerospace Education, National Staff College, National Board, National Cadet Competition, midwest floods, and Hurricane Emily.⁴⁶

A total of 60 news releases were produced along with 41 supporting photographs and color slides and distributed to more than 2,500 newspapers, magazines, television stations, radio stations, news service bureaus, and public relations offices throughout the nation. Subjects included: CAP and AFROTC Cadet Initiative Test Program; the National Cadet Competition; 84-year-old CAP pilot Evelyn B. Johnson receiving the National Aeronautic Association 1993 Elder Statesman of Aviation Award for lifetime aeronautics achievements; the CAP year in review; CAP participation and achievements during the midwest floods; dedication of the CAP Living Memorial at Arlington National Cemetery; and two NB meetings. Releases gained news media coverage for Civil Air Patrol in a variety of publications and electronic news media mediums including the Washington Post, The Associated Press, Air Force Times, AIRMAN Magazine, Air Force News Service, The American Legion Magazine, and Opportunity Skyway News.⁴⁷

Public Affairs efforts also netted several video news segments on various local and regional television and radio stations. The largest and most widely viewed was the KTVI-TV Take-2 Program, an American Broadcasting Company (ABC) affiliate, from St. Louis, Missouri, featuring Civil Air Patrol's participation in the midwest floods. This segment was later used with various slides to brief the Air Force Chiefs of Staff group at the Pentagon on 7 December 1993.⁴⁸

Public Affairs continued to answer request from the public for information on how to join Civil Air Patrol. Each inquiry was sent with instructions on how to join a local unit, one senior brochure, one cadet brochure, and a listing of the units in the state(s) requested.⁴⁹



LIVING MEMORIAL DEDICATION



17 JULY 1993

ARLINGTON NATIONAL CEMETERY

WASHINGTON

(Photos By: Air Force Sgt Stephen P. Alderete,
Public Affairs Office, HQ CAP-USAF)

Chaplain Services

The office of Chaplain Services appointed 65 new chaplains during CY 1993 in strict adherence to requirement qualification. This represented a 22.6 percent increase in newly appointed chaplains over CY 1992. However, the total number of chaplains assigned decreased by 4.3 percent over the same period, from 762 to 736. This very closely mirrors the overall decrease in CAP membership. Among chaplains, the major problem is retention. To combat this loss of highly skilled and qualified chaplains, the Chief of Chaplains, CAP, established a goal of a net gain of 10 percent for CY 1994. He and the Chief of Chaplain Services are also placing great emphasis on retention during all wing and region visits.⁵⁰

The previous paragraph figures do not reflect "visiting clergy," who are clergy assisting Civil Air Patrol in moral leadership training and/or services without being appointed as CAP chaplains. Up through CY 1993 there was no way to track how many of these clergy there were; starting in CY 1994 that will change.⁵¹

Leadership for CAP chaplaincy underwent major changes in CY 1993. Ch, Col Jimmy Roquemore, USAF, departed as the Chief of Chaplain Services in August. He was replaced by Ch, Lt Col Wayne Perry, USAF. Ch, Col Vernon Harms, CAP, stepped down as Chief of Chaplains, CAP, in November 1993. He was replaced by his Deputy, Ch, Col David Van Horn, CAP. Ch, Lt Col John Murdoch, CAP, became the new Deputy Chief of Chaplains.⁵²

Training Materials

The USAF Reserve Chaplain Writing Team was canceled due to a short-notice change in available funds. This team plays a very important role in creating moral and ethical literature utilized throughout the CAP chaplaincy. Each year they produce current, essential lesson guides for the cadet "Values for Living" and senior "Ethics for Command" programs. Funding options and team support are being researched to hopefully eliminate future meetings from being canceled.⁵³

The "Ethics for Command" program, CAPP 265-12A "Moral Leadership for Seniors," and CAPP 265-12B "Readings for Seniors," was published and distributed the field. Basic topics covered in "Ethics for Command" included Personal Ethics, Community Ethics, Relational Ethics, and Responsibilities.⁵⁴

In CY 1993, 40 CAP cadets and senior members attended USAF-sponsored Chapel Quality Leadership Conferences. To assist with this training initiative, the Chief of Chaplain Services' office provided scholarships to each of the CAP participants.⁵⁵

Chaplain Activities

Chaplains were actively involved in the midwest flood relief efforts centered at Marshall, Missouri. Among these was Ch, Maj Richard Thweatt, CAP, whose article on his experiences was published in his denomination's national magazine.⁵⁶

The 1993 the National Chaplain's Seminar and National Chaplain's Committee met in conjunction with the CAP National Board, held 12-14 August 1993, in San Diego, California. The National Chaplain's Committee approved the development of a new CAP Form 34, Chaplain Semi-Annual Report; the finalization of a CAP hymn; and the development of a CAP Chaplain Handbook. Ch, Col John K. Durham (USA, Ret), provided the resource leadership for the National Chaplains' Seminar, which was attended by more than 60 chaplains and other dignitaries.⁵⁷

Safety

The HQ CAP-USAF Chief of Safety conducted flying and ground safety programs for both Civil Air Patrol-United States Air Force and Civil Air Patrol. The Safety Office conducted a self-inspection of the Headquarters which contributed to an excellent rating in the annual safety inspection, conducted by the 502d Air Base Wing.⁵⁸

Air Force Safety Program

The CAP-USAF field liaison personnel continued their excellent vehicle safety record and completed the year with no mishaps in GSA vehicles. Over six

thousand hours were flown by CAP-USAF pilots in contract rental aircraft with no flight incidents.⁵⁹

CAP Safety Program

Civil Air Patrol, the world's largest operator of light aircraft, had its second best safety record in 52 years in CY 1993. Civil Air Patrol, the official auxiliary of the U.S. Air Force, flew 130,000 hours with an accident rate of 3.08 per 100,000 flying hours as compared to the general aviation rate of 8.79, Air Force Aero Club rate of 3.2, USAF rate of 1.34 overall, and 3.03 for fighter/attack aircraft per 100,000 hours. This flying time includes 20,000 hours of drug interdiction missions flown for the Drug Enforcement Agency and the U.S. Customs Service, plus over 14,400 hours of search and rescue resulting in 120 lives saved. In addition, Civil Air Patrol flew thousands of hours on other AF missions such as low level route surveys, disaster response missions and missions supporting the American Red Cross, Salvation Army and other humanitarian services. The outstanding safety record was attributed to the modernized fleet, and the highly experienced and dedicated aviators who are members of the Civil Air Patrol.⁶⁰

Legal

The HQ CAP-USAF Staff Judge Advocate provided legal advice and service to the CAP-USAF Commander and his staff regarding the programs of the Headquarters and its field liaison offices. Legal advice and service for CAP corporate affairs were handled by the Corporate Legal Counsel. Liaison advice and assistance was provided to the Corporation as requested. The CAP-USAF Staff Judge Advocate also provided liaison support for CAP region and wing legal officers in the interest of CAP corporate objectives.⁶¹

In 4 August 1992, draft legislation was submitted to effectuate the reorganization of the liaison structure following the model provided by the Junior ROTC Program; this legislation is still pending in Congress.⁶²

Inspection

Members of the HQ CAP-USAF Inspection Team conducted a total of 30 Unit Effectiveness Inspections (UEI) during CY 1993. Overall ratings awarded included 7 "outstanding," 18 "excellent," 4 "satisfactory," and 1 "marginal" ratings (see TABLE 14).⁶³

Combined congressional and/or complaints inquiries received in CY 1993 totaled 25.⁶⁴

Twenty-three interested CAP volunteers attended the IG seminar that was held at the CAP-USAF 1993 National Board meeting in San Diego, California.⁶⁵

TABLE 14
INSPECTOR GENERAL UNIT EFFECTIVENESS RATINGS
CY 1993

| CAP USAF WING LIAISON OFFICES | DATE INSPECTED | | RATING |
|-------------------------------|----------------|-------------|--------------|
| Alabama | 29 | Jan - 1 Feb | Excellent |
| Kentucky | 8-9 | February | Excellent |
| Tennessee | 11-12 | February | Outstanding |
| Utah | 7-9 | March | Satisfactory |
| Wyoming | 11-12 | March | Excellent |
| Delaware | 21-22 | April | Outstanding |
| Oregon | 17-18 | May | Excellent |
| Washington | 19-20 | May | Outstanding |
| Maine | 14-15 | June | Excellent |
| Connecticut | 17-18 | June | Excellent |
| Minnesota | 18-19 | October | Excellent |
| Iowa | 21-22 | October | Outstanding |
| Oklahoma | 29-30 | November | Excellent |
| Texas | 4-5 | December | Excellent |
| CAP USAF Liaison Regions | DATE INSPECTED | | RATING |
| North Central | 17 | October | Outstanding |
| Southwest | 2 | December | Excellent |
| CAP WINGS | DATE INSPECTED | | RATING |
| Alabama | 29 | January | Excellent |
| Kentucky | 8 | February | Excellent |
| Tennessee | 11 | February | Excellent |
| Utah | 9 | March | Excellent |
| Wyoming | 11 | March | Excellent |
| Delaware | 21 | April | Excellent |
| Oregon | 17 | May | Excellent |
| Washington | 19 | May | Excellent |
| Maine | 15 | June | Marginal |
| Connecticut | 17 | June | Outstanding |
| Minnesota | 18 | October | Outstanding |
| Iowa | 21 | October | Satisfactory |
| Oklahoma | 29 | November | Satisfactory |
| Texas | 4 | December | Satisfactory |

Source: Unit Effectiveness Inspection Reports for CY 1993

Total Quality Air Force

The Civil Air Patrol-United States Air Force Quality Council continued its quality journey during CY 1993. As of 31 December 1993, the Quality Council was composed of the Commander (Chairman), Vice Commander (Vice Chairman/Quality Coordinator), Chief of Plans and Programs Branch (Deputy Quality Coordinator), Chaplain, Comptroller, Inspector General, Public Affairs Officer, Safety Officer, Director of Aerospace Education and Training, Director of Mission Support, Director of Operations, Executive Officer, and First Sergeant. The Commander or the Vice Commander attended the Executive Steering Committee (ESC) when scheduled. The Quality Council was scheduled to meet every Wednesday; 70 percent of the meetings were held as scheduled.⁶⁶

Significant Council initiatives included forming the Headquarters' first Process Action Team (PAT), "CAP PAT 1." The team was chartered, 19 May 1993, with "review the CAP-USAF mail distribution process (from point of mail receipt in mail room, internal distribution, to point the out-going mail leaves the mail room for outside distribution)." The goal of the Process Action Team was to come up with an improvement to the current process with the objective being to make the process more cost effective, less work intensive, and distribute mail to our internal and external customers in a more efficient/effective time frame. By the end of the year the team's work anticipated that the Headquarters would save approximately \$25,000 in annual postage expenses. On 3 November 1993 a second Process Action Team was formed and chartered with "improve the Civil Air Patrol News publishing process by creating a written editorial policy that will serve the information needs of all of its customers. To reduce production time and improve the use of desk-top publishing techniques, to allow more in-depth reporting, story development, and planning monthly newspaper issues.⁶⁷

The Council conducted its first Unit Self Assessment (USA) to establish a baseline to measure the Headquarters' quality progress. Additionally the Council

spent many hours developing objectives and metrics to support the five AU goals.⁶⁸

In December 1993 the Quality Council decided to establish a Quality Library, early CY 1994, for the Headquarters. The Council reviewed video and book listings and made recommendations for inclusion in the library. In addition, two Quality Air Force Videos were shown to the HQ personnel and plans were made to establish a monthly showing of quality videos on a bi-weekly or monthly basis starting in CY 1994.⁶⁹

In CY 1993 formal PAT training was provided for the members of the CAP PAT 1 Process Action Team. In addition, 30 people (vice commander, 19 division and branch chiefs, and 10 employees) attended metrics training conducted by AU Quality Center personnel.⁷⁰

The Quality Council sent six Headquarters' representatives to the first AF Quality Symposium held at the Montgomery Civic Center, Montgomery, Alabama, 19-22 October 1993.⁷¹

On 19 November 1993 an empowerment survey was conducted and compared with the same survey which was taken in December CY 1992; comparison reflected an overall improvement in the Headquarters empowerment arena. A survey was distributed to all NB members at the 19-20 February meeting. The Council plans to distribute the same survey again in February CY 1994; and after analysis of the data, the Quality Council can determine how successful the quality journey in the Headquarters has been over a year. The Quality Council reviewed the data collected from the two surveys distributed in CY 1993 and started recommending and implementing improvements and possible deletion of the problems. The Council plans to continue their efforts in CY 1994.⁷²

CHAPTER ABSTRACTS

CHAPTER I - INTRODUCTION

Discusses the events leading to the establishment of Civil Air Patrol just prior to the entry of the United States into World War II. Reviews the wartime service of Civil Air Patrol, first as an element of the Office of Civilian Defense and later under the jurisdiction of the Army Air Forces. Traces the post-war legislative actions that resulted in Civil Air Patrol's congressional charter and its status as the civilian auxiliary of the United States Air Force. Outlines the organization and mission of Civil Air Patrol-United States Air Force and Civil Air Patrol; and describes the relationship of the two organizations. Summarizes command policy and priorities in performing the mission of Civil Air Patrol-United States Air Force and administering the activities of Civil Air Patrol.

CHAPTER II - TRAINING

Reviews the Civil Air Patrol objective of providing training, to its cadet and senior members as mandated by its congressional charter. Outlines the leadership and citizenship development priorities of the structured CAP Cadet Program and highlights the encampments, flight training, special activities, academic scholarships, and awards incentives of the program. Reviews the standardized training program for senior members consisting of five levels beginning with the introductory phase to orient new members and progressing to the final phase of executive training for senior CAP members. Outlines specialized training and explains the achievement awards that recognizes progression through each phase of the training program.

CHAPTER III - AEROSPACE EDUCATION

Outlines the origin of the CAP aerospace education mission. Explains CAP objectives and purposes related to aerospace education. Discusses the activities at the annual National Congress on Aviation and Space Education held at Disney's Contemporary Resort and Convention Center, Lake Buena Vista, Florida. Reviews the external aerospace education workshops for teachers with HQ CAP-USAF Aerospace Education Division providing advice, assistance and support. Reviews the aerospace education materials developed or revised for the Aerospace Education Program. Reports on the status of a newly developed award program.

CHAPTER IV - OPERATIONS

Outlines the legislative authority that permits the Air Force to use the services of the Civil Air Patrol in fulfilling the noncombat missions of the Department of the Air Force. Explains the emergency services mission of Civil Air Patrol and the relationship of Civil Air Patrol and the various federal, military and civil agencies in its performance. Summarizes the search and rescue accomplishments of individual CAP regions in terms of missions, sorties, hours, and saves. Discusses Civil Air Patrol's involvement and support in disaster relief activities both as an Air Force resource and as a state resource. Reports on the status of the U.S. Continental Air Reconnaissance for Damage Assessment Plan. Discusses CAP participation in other missions such as the CAP Live Organ Transport Program; AF parts and personnel transport; Emergency Regional Report System Exercise; and Counterdrug missions to include activity by state/region. Discusses CAP-USAF Current Operations involvement and support to airlift missions, standardization/evaluation visits, CAP Flight Clinic Program. Reviews the CAP communications programs and its nationwide communication network for use during national emergencies; training exercises; licensing procedures; and upgrade of communications equipment.

CHAPTER V - RESOURCE MANAGEMENT

Reviews the management of Air Force, Air Force Reserve, and Civil Air Patrol personnel in relation to performance of the CAP-USAF and CAP missions. Recaps status of CAP cadet and senior membership and discusses recruiting and retention incentives. Discusses Select Working Group recommendations for revisions relating to CAP uniforms. Discusses various items of interest status throughout the year, such as recruiting campaign; membership renew dues; National Collaboration For Youth Sex Abuse Task Force; establishment of an innovative cooperative program between Civil Air Patrol and Air Force Reserve Officer Training Corps; and test program on submission of promotion requests.

Explains the activities of the HQ CAP-USAF Comptroller in developing the Air Force appropriated fund budget and distribution of funds to the Headquarters staff functions and field liaison offices. Notes decrease and increase in funds and the impact on CAP-USAF programs. Reviews the development and approval of the CAP Corporate budget and notes profit and loss of CAP Bookstore and CAP Supply Depot.

Discusses responsibilities of the Plans and Programs Branch to include a special project office for the Commander/Executive Director. Reviews the revitalization of the Liaison Officer and Noncommissioned Officer Orientation Course and support for the Liaison Region Commander's Conference. Explains the current status of the planning for the reorganization of the CAP-USAF Headquarters and the conversion of the field liaison offices to a structure manned by retirees similar to the Junior Reserve Officer Training Corps. Discusses the activities of the Plans and Programs Branch in planning and conducting CAP National Executive Committee meetings and the CAP National Board meetings. Discusses the requirement by public law for the Civil Air Patrol Annual Report to Congress and the actions of the Plans and Programs Branch in the preparation and distribution of the report. Reviews status of the proposed mission-oriented award

program to replace Civil Air Patrol-Management Analysis Program; presents last CAP-MAP awards that were presented at the 1993 National Board.

Reviews the Information Management Division support to both CAP-USAF Headquarters and Civil Air Patrol. Overview of mail distribution and printing plant production in support of CAP-USAF and CAP.

Provides an update on the status of support and assistance provided to Civil Air Patrol in the areas of procurement and management of supplies, equipment, motor vehicles, real estate facilities, and aircraft. Review the impact of the amended CAP Supply Bill on the CAP Aircraft Modernization Program through the authorization to expend Air Force appropriated funds to purchase new aircraft and rehabilitate and retain other aircraft in the fleet.

Explains the need for public awareness of CAP activities and programs, and the activities of the HQ CAP-USAF Public Affairs Division to inform CAP members and the American public about CAP programs and potential. Outlines the accomplishments of the Civil Air Patrol News, and the promoting and publicizing of Civil Air Patrol.

Discusses the functions of the HQ CAP-USAF Chaplain Office and its dual activity as the Civil Air Patrol National Chaplain Office. Outlines the chaplain manning goal and reports on new chaplain appointments and the new leadership of the HQ CAP-USAF Chaplain Office. Reviews the development of the new chaplain training materials, involvement in the midwest flood relief efforts, and activities of the 1993 National Chaplain's Seminar and National Chaplain's Committee meeting.

Reviews the flying and ground safety program conducted for both Civil Air Patrol-United States Air Force and Civil Air Patrol. Provides a recap of flight and Ground mishaps for CAP-USAF and CAP operations with comparison to previous record.

Discusses responsibilities of the HQ CAP-USAF Staff Judge Advocate in providing legal advice and service to the CAP-USAF Commander and his staff and liaison support for CAP region and wing legal officers. Notes status of the reorganization draft legislation submission.

Details the Inspector General function in conducting management effectiveness inspections of CAP wing and CAP-USAF liaison offices. Reviews Inspector General actions in processing complaints and congressional inquiries. Reviews attendance at the IG seminar.

Discusses membership of the HQ CAP-USAF Quality Council and their involvement in initiating the development of a quality organization. Discussion includes: quality training; Process Action Team charters; Unit Self Assessment; goals and objectives; and quality surveys.

APPENDIX A**LINEAGE AND HONORS DATA
AS OF 31 DECEMBER 1993**

Unit Designation: Headquarters Civil Air Patrol-United States Air Force

Previous Designation: Same

Higher Headquarters: Air University

Commander: Col Ronald T. Sampson

Vice Commander: Col Robert L. Brooks

Newly Assigned Units: None

Assigned Units Lost: None

Internal Reassignments: None

Units Attached: None

Attached Units Lost: None

Units Detached: None

Units Relieved of Detached Status: None

Station: Maxwell Air Force Base, Montgomery, AL

Aircraft Flown: Air Force Contract Rental Aircraft

Awards and Decorations: None

Emblem: Same

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| SOURCE: Organization & Functions Chart Book, AU; Civil Air Patrol and CAP-USAF Key Personnel Directory (Dec 1993) |
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APPENDIX B
ROSTER OF KEY PERSONNEL
AS OF 31 DECEMBER 1993

| <u>POSITION</u> | <u>GRADE/NAME</u> | <u>TENURE</u> |
|--|----------------------------|----------------|
| Commander | Col Ronald T. Sampson | Aug 92-Present |
| Vice Commander | Col Edwin D. Gunter, Jr. | Aug 92-Present |
| Executive Officer | Capt Mahala Sawyer | Dec 93-Present |
| First Sergeant | CMSgt Joseph Boyle | Jul 93-Present |
| Comptroller | Maj Thomas E. Hicks | Jun 91-Present |
| Chaplain | Ch, Col, Wayne Perry | Aug 93-Present |
| Inspector General | Lt Col Ronald E. Richards | Oct 93-Present |
| Staff Judge Advocate | Maj Zachary Z. Kinney | Sep 93-Present |
| Public Affairs Officer | Maj Todd Fruehling | Jul 93-Present |
| Safety Officer | Lt Col Douglas G. Isaacson | Dec 92-Present |
| Director, Aerospace Education and Training | Col John A. Caputo | Dec 92-Present |
| Chief of Aerospace Education Division | VACANT | VACANT |
| Chief of Training Division | Lt Col Bruce R. Gunn | Oct 93-Present |
| Director, Mission Support | Col Susan J. Harger | Dec 92-Present |
| Chief of Information Management Division | CMSgt Joseph Boyle | Jul 93-Present |
| Chief of Logistics Division | Lt Col James W. Mills | Dec 92-Present |
| Chief of CAP Personnel Division | Ms Renova W. Williams | Dec 92-Present |

| <u>POSITION</u> | <u>GRADE/NAME</u> | <u>TENURE</u> |
|---|---------------------------|----------------------|
| Director, Operations | Col Jerry C. Angley | Dec 92-Present |
| Chief of Plans and Programs Branch | Col George J. Cricenti | Aug 93-Present |
| CAP-USAF Northeast Liaison Region Commander | Lt Col Alfred J. Guardino | May 93-Present |
| CAP-USAF Middle East Liaison Region Commander | Col Charles Botula, III | Sep 92-Present |
| CAP-USAF Great Lakes Liaison Region Commander | Col Keith D. Hawkins | Aug 92-Present |
| CAP-USAF Southeast Liaison Region Commander | Col George M. Xiques | Jul 92-Present |
| CAP-USAF North Central Liaison Region Commander | Col Charles D. Voxland | Aug 92-Present |
| CAP-USAF Southwest Liaison Region Commander | Col James P. Fleming | Jul 91-Present |
| CAP-USAF Rocky Mountain Liaison Region Commander | Col Thomas W. Griesser | May 91-Present |
| CAP-USAF Pacific Liaison Region Commander | Col Dennis Parkhurst | Jan 93-Present |

SOURCE: Civil Air Patrol and CAP-USAF Key Personnel Directory (Dec 1993)

FOOTNOTES, CHAPTER I
INTRODUCTION

1. CAPM 50-1 (U), Introduction to Civil Air Patrol, 1 Nov 1990, p 9.
2. Executive Order 8758 (U), 20 May 1941; CAPM 50-1, Introduction to Civil Air Patrol (U), 1 Nov 1990, p 3 and p 9.
3. Executive Order 9339 (U), 29 Apr 1943.
4. Secretary of War Memorandum W95-12-43 (U), 4 May 1943; Robert E. Nephrod, Flying Minute Men, The Story of Civil Air Patrol (U), p 45.
5. CAPP 20 (U), Constitution and Bylaws of Civil Air Patrol, 1 Jul 1991.
6. Membership Status Report (U), 31 Dec 1993, (SD-1).
7. CAPP 20 (U), Constitution and Bylaws of Civil Air Patrol, 1 Jul 1991; Agenda/Minutes (U), National Board Meeting, 12-14 Aug 1993, p 5-6, (SD-2).
8. CAPP 20 (U), Constitution and Bylaws of Civil Air Patrol, 1 Jul 1991; Agenda/Minutes (U), National Executive Committee Meeting, 4-5 Jun 1993, (SD-3); and 18-20 Nov 1993, (SD-4).
9. CAPM 50-1 (U), Introduction to Civil Air Patrol, 1 Nov 1990, p 9.
10. AFR 46-5 (U), Employment of Civil Air Patrol, 15 Nov 1982.
11. AUR 23-9 (U), Organization and Mission of Civil Air Patrol-USAF, 20 Sep 90.
12. AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976; CAP-USAF Personnel Authorization Roster as of 31 Dec 1993.
13. AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976; CAP-USAF Personnel Authorization Roster as of 31 Dec 1993.
14. AUR 23-9 (U), Organization and Mission of Civil Air Patrol-USAF, 20 Sep 1990.

FOOTNOTES, CHAPTER II

TRAINING

1. Public Law 476 (U), 79th Congress, 1 Jul 1946; AFR 46-4, Function and Organization of Civil Air Patrol (U), 17 Dec 1976.
2. CAPM 50-16 (U), Cadet Program Manual, 1 Apr 1988 w/changes.
3. CAPM 39-2 (U), Civil Air Patrol Membership, 1 May 1992.
4. CAPM 50-3 (U), The Leadership Laboratory Manual, Volume 1, 1 Jul 1985, and Volume 2, 1 Jun 1982.
5. CAPM 50-16 (U), Cadet Program Manual, 1 Apr 1988 w/changes.
6. CAPM 50-16 (U), Cadet Program Manual, 1 Apr 1988; Test Results from each Achievement Level Completion for CY 1993 (U).
7. CAPM 50-16 (U), Cadet Program Manual, 1 Apr 1988 w/changes, p 31.
8. Ibid, p 15.
9. CAP Form 7 (U), Cadet Listing for Special Activities/Encampments for CY 1993.
10. FY 1993 Civil Air Patrol Budget (U) - \$30,000 for Flight Orientations and \$4,200 for Solo Flights Authorized.
11. Civil Air Patrol Form 7 (U), CY 1993 Cadet Listing for Special Activities/Encampments.
12. CAPM 50-16 (U), Cadet Program Manual, 1 Apr 1988 w/changes, p 48.
13. Civil Air Patrol Form 7 (U), CY 1993 Cadet Listing for Special Activities/Encampments.
14. 1993 International Air Cadet Exchange (IACE) Guide for Participants (U), p 4, (SD-5).
15. Minutes (U), International Air Cadet Exchange Association Conference, October 1993.
16. CAP Form 7 (U), CY 1993 Cadet Listing for Special Activities and/or Encampments.
17. Ibid.

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18. Ibid
 19. Ibid.
 20. Ibid.
 21. Ibid.
 22. CY 1993 CAP Budget (U); Ltr (U), HQ CAP-USAF/ETTC, to All CAP Region/Wing Commanders, subj: 1993-1994 Academic Scholarships, 25 Mar 1993, (SD-6).
 23. Ltr (U), Daedalians Foundation National Adjutant to DCS, Training, HQ CAP-USAF, subj: Agreement between Daedalians Foundation and CAP, 13 May 1987.
 24. Ltr (U), Chief, Cadet Programs to Chairman, Awards Committee, Daedalian Foundation, Brig Gen David O. Williams, USAF (Ret), subj: 1992-1993 Academic Scholarships, 14 May 1993, (SD-7).
 25. Ltr (U), HQ CAP-USAF/ETTC to Cadet Col Nicholas S. Vazzana, subj: 1992 CAP Cadet of the Year, 30 Apr 1993, (SD-8); Ltr (U), CAP-USAF Executive Director to Mr. James A. McDonnell, Jr., Air Force Association, subj: Cadet of the Year, 23 Jun 1993, (SD-9); Program (U), Award Ceremony, National Board Meeting, San Diego, California, 14 Aug 1993, (SD-10).
 26. Ltr (U), CAP-USAF Executive Director to Mr. James A. McDonnell, Jr., Air Force Association, subj: Cadet of the Year, 23 Jun 1993, (SD-9); Program (U), Award Ceremony, National Board Meeting, San Diego, California, 14 Aug 1993, (SD-10).
 27. Ltrs (U), HQ CAP-USAF/ETTC to All CAP Region Commanders, subj: Selection of CAP Squadrons of Distinction 1992, no date, (SD-11); Program, Award Ceremony, National Board Meeting, San Diego, California, 14 Aug 1993, (SD-10).
 28. Ltr (U), Executive Director to Capt Bryan L. Campbell, CAP, Commander, Golden Eagle Composite Squadron North Carolina Wing, subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-12); Ltr (U), Executive Director to All CAP Regions and Wings, subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-13); Ltr (U), Executive Director to Mr F. Ward Reilly, Jr., President, Sherman and Reilly, Inc., subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-14); Program, Award Ceremony, National Board Meeting, San Diego, California, 14 Aug 1993, (SD-10).

29. Ltr (U), Executive Director to Capt Bryan L. Campbell, CAP, Commander, Golden Eagle Composite Squadron of the North Carolina Wing, subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-12); Ltr (U), Executive Director to All CAP Regions and Wings, subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-13); Ltr (U), Executive Director to Mr F. Ward Reilly, Jr., President, Sherman and Reilly, Inc., subj: Squadron of Distinction Selection/F. Ward Reilly Leadership Award, 4 Jun 1993, (SD-14); Program (U), National Board Banquet, Town and Country Hotel, San Diego, California, 14 Aug 1993, (SD-15).

30. CAPM 50-17 (U), CAP Senior Member Training Program, 2 Mar 1992.

31. CAPM 50-17 (U), CAP Senior Member Training Program, 2 Mar 1992; CAP Form 11 (U), Director's Report from Units for CY 1993.

32. CAPM 50-17 (U), CAP Senior Member Training Program, 2 Mar 1992; CAP Form 11 (U), Director's Report from Units for CY 1993; CAP Form 24a (U), CY 1993 Applications for Senior Program Awards.

33. Ibid.

34. Ibid.

35. Ibid.

36. CAPM 50-17 (U), CAP Senior Member Training Program, 2 Mar 1992.

37. CY 1993 Course Examination Results (U), Extension Course Institute.

38. CAP Form 17 (U), Application for Senior Member Activities.

39. CAP Form 11 (U), Director's Report for CY 1993 Orientation Course.

40. Flight Clinic Report as of 31 Dec 1993 (U).

41. CAP Form 11 (U), Director's Reports from Units for CY 1993; Form 24a (U), CY 1993 Applications for Senior Program Awards.

FOOTNOTES, CHAPTER III

AEROSPACE EDUCATION

1. CAPR 280-2 (U), Civil Air Patrol Aerospace Education Mission w/changes, 1 Jun 1988.
2. Ibid, ps 3-5.
3. Program (U), 26th Annual National Congress on Aviation and Space Education, Disney's Contemporary Resort and Convention Center, Lake Buena Vista, Florida, 28 Apr-1 May 1993, (SD-16).
4. Listing (U), CY 1993 Aerospace Education Workshops, (SD-17).
5. Textbook (U), Aerospace: The Flight of Discovery; Instructor Guide for Aerospace: The Flight of Discovery (U), (SD-18); Transparency Masters to accompany the Instructor Guide of Aerospace: The Flight of Discovery (U), (SD-19); Video Tape (U), CAP High Flight, Nov 1993; Learning Packets (U), Captain Edward "Eddie" V. Rickenbacker, Dr. Robert H. Goddard, Amelia Earhart, and General Aviation; Individual Posters (U), Chronology of Aerospace Events (SD-20); Activity Booklet (U), General James H. Doolittle, (SD-21); Aerospace Career Booklet (U), (SD-22); Educators guide to DoD Aerospace Resources (U), (SD-23); Individual "Aerospace Update," Civil Air Patrol News (U), Apr 1993, p 10 and 11, Jun 1993, p 10 and 11, Sep 1993, p 8 and 9, Dec 1993, p 8 and 9, (SD-24).
6. Minutes (U), CAP National Executive Committee Meeting, Agenda Item 23, p 12, 21-22 Nov 1992; Implementation Plan (U), Aerospace Education Awards Program; Documentation for Aerospace Education Awards Nominations (U), CY 1993.

FOOTNOTES, CHAPTER IV
OPERATIONS

1. AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976.
2. CAPR 50-15 (U), CAP Operational Missions, 1 Jan 1992; CAPR 55-1 (U), CAP Emergency Services/Mission Procedures, 1 Jan 1992; CAP-USAFR 55-5 (U), Air Force Assigned Civil Air Patrol Emergency Services and Support Missions, 17 Feb 1992.
3. Air Force Rescue Coordination Center (AFRCC) CY 1993 Annual Report.
4. CAPR 50-15 (U), CAP Operational Missions, 1 Jan 1992.
5. Ibid.
6. Ibid.
7. California CAPLOT Mission Report for CY 1993.
8. Rpts (U), from Wings to CAP National Counternarcotics Director for CY 1993 (data compiled by HQ CAP-USAF Operations Directorate).
9. AFR 46-5 (U), Employment of Civil Air Patrol (CAP), 15 Nov 1982.
10. FORSCOM Emergency Regional Reporting Test Plan for CY 1993 (SECRET).
11. CAP-USAFR 76-2 (U), CAP-USAF Administrative Military Airlift, 2 May 1983; CAP-USAF Form 180 (U), CAP-USAF Military Airlift Request for CY 1993; Airlift Request Log for CY 1993 (U); AU Form 179 (U), AU Operational Support Airlift Request for CY 1993.
12. Ibid.
13. Standardization/Evaluation Visits Roster for CY 1993 (U).
14. CAP-USAFR 60-2 (U), Contract Rental Aircraft Program, 30 Dec 1988; CAP-USAF FY 1993 Budget (U).
15. CAPR 50-11 (U), Flight Clinics, 1 Jan 1986; CY 1993 Flight Clinic Log (U).
16. CAPM 100-1 (U), Communications, 1 Dec 1990, p 5.
17. CAPM 100-1 (U), Communications, 1 Dec 1990, p 6.

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18. CAPM 100-1 (U), Communications, 1 Dec 1990, p 6.
 19. CAP H-1 Report (U), Quarterly Station Statistics Report for CY 1993.
 20. CAPM 100-1 (U), Communications, 1 Dec 1990; Purchase Request for CY 1993 (U).
 21. CAPM 100-1 (U), Communications, 1 Dec 1990.

FOOTNOTES, CHAPTER V
RESOURCE MANAGEMENT

1. Public Law 557 (U), 80th Congress, 25 May 1948; AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976; CAP-USAFR 23-1 (U), USAF-CAP Liaison Function, 15 Sep 1987.
2. HQ CAP-USAF Personnel Authorization Roster, 31 Dec 1993.
3. CAP-USAFR 45-10 (U), Reserve Assistance Program for Civil Air Patrol, 1 Jan 1991; Reserve Affairs Monthly Strength Roster, 31 Dec 1993.
4. Air University Reserve Affairs Office.
5. Membership Status Report (U), 31 Dec 1992, (SD-25) and 31 Dec 1993, (SD-1).
6. Report (U), "Plus One" Membership Campaign, 1 Mar-31 May 1993, (SD-26).
7. Prize List (U), CAP Recruiting Campaign, 1 Mar-31 May 1993, (SD-27).
8. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4).
9. Agenda/Minutes (U), National Board Meeting, 12-14 Aug 1993, (SD-2).
10. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4); CAP Uniform Survey/Ltr (U), 30 Nov 1993, (SD-28).
11. Report (U), CAP Operation, by Drew Steketee, Senior Vice President - Communications Aircraft Owners and Pilots Association, no date, (SD-29).
12. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4).
13. Financial Management Data Processing Office.
14. Agenda/Minutes (U), National Board Meeting, 12-14 Aug 1993, (SD-2).
15. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4); Ltr of Agreement (U), AFROTC/CAP Initiative Test Program, 3 Dec 1993, (SD-30)
16. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4); Ltr (U), Chief, CAP Personnel Division to All CAP Units, subj: Membership Quality Initiative - CAP Promotions, 30 Nov 1993, (SD-31).

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17. Monthly Promotion Roster for Jan - Dec 1993 (U); Membership Status Report (U), 31 Dec 1993, (SD-1)
 18. Rpt (U), CY 1993 Annual Charter Review Report; Membership Status Report (U), 31 Dec 1993, (SD-1).
 19. CAP Form 120 Recommendation for Decorations, for CY 1993.
 20. National Headquarters Personnel Action (U), Number NHQ 32, 16 Aug 1993, (SD-32). Program (U), Hall of Honor Inductee, 14 Aug 1993, (SD-33).
 21. AFR 172-1 (U), USAF Budget Policies and Procedures, 15 Oct 1990;
 22. FY 1993 Appropriated Budget (U); HQ Air University FY 1993 Budget Authorization/Allotment.
 23. FY 1993 CAP Corporation Budget (U); Minutes (U), National Executive Committee Meeting, May 1992; FY 1993 Annual Audit (U).
 24. Air University Organization and Functions Chart Book, p 10-5.
 25. Schedule of Events (U), LO/LNCO CAP Orientation Meeting, Maxwell AFB, Alabama, 26-28 Oct 1993, (SD-34)
 26. Schedule of Events (U), CAP-USAF Region Commander's Conference, 28 Sep-1 Oct 1993, (SD-35).
 27. AU Program Plan 93-03, Reorganization of the Liaison Structure with the Civil Air Patrol, 15 Mar 1993, (SD-36).
 28. Agenda/Minutes (U), National Executive Committee Meeting, 18-20 Nov 1993, (SD-4); CAP Goals and Objectives (U), SD-37).
 29. Agenda/Minutes (U), National Executive Committee Meeting, 4-5 Jun 1993, (SD-3); and 18-20 Nov 1993, (SD-4).
 30. CAPP 20, (U), Constitution and Bylaws of Civil Air Patrol, 1 Jul 1991; National Board Operations Plan 01-93 (U), (SD-38); Program (U), National Board, Town & Country Hotel, San Diego, California, 11-14 Aug 1993, (SD-39); Agenda/Minutes (U), National Board Meeting, 12-14 Aug 1993, (SD-2); Agenda/Minutes (U), National Board Meeting, 19-20 Feb 1993, (SD-40).
 31. Civil Air Patrol Annual Report to Congress for CY 1992 (U), (SD-41).

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32. Agenda/Minutes (U), CAP National Executive Committee Meeting, 15-16 May 1992, Agenda Item 1, p 4; 20-21 Nov 1992, Agenda Item 23, p 12; Program (U), Award Ceremony, National Board Meeting, San Diego, California, 14 Aug 1993, (SD-10); CAP-MAP Final Report (U), for period ending 31 Dec 1992, (SD-42).
 33. AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976.
 34. CAP-USAFR 4-1 (U), Communications Distribution Management, 30 Nov 1990; PS Form 3602-A, Record of Meter Register Readings (U), for CY 1993; PS Form 3600-B, Statement of Mailing of Work Permit Imprints First Class Mail (U); AF Form 3536, Quarterly AF Postal Expenditure Report (U).
 35. CAP-USAFR 4-2 (U), Local Duplicating, Printing and Binding Services, 30 Jan 1990; DD Forms 844, Requisition for Local Duplicating Service (U), for CY 1993; Printing Production Log for CY 1993 (U).
 36. AFR 46-4 (U), Function and Organization of Civil Air Patrol, 17 Dec 1976.
 37. CAPR 67-4 (U), Acquiring, Reporting, and Disposing of Corporate Aircraft, 30 Dec 1988; FY 1993 Supply Bill Reimbursement (U).
 38. CAPM 67-1 (U), Civil Air Patrol Supply Manual, 1 Mar 1989; S-1 Report (U), Aircraft Inventory/Status Report, 31 Dec 1993.
 39. S-5 Report (U), Aircraft Hull Self Insurance/Inventory Report, 31 Dec 1993; Hull Self Insurance Summary (U).
 40. CAPR 77-1 (U), Civil Air Patrol Vehicles, Vehicle Status Report, and Operation of Privately Owned and Cap Vehicles, 31 Jan 1986; S-4 Report (U), RECAP Excess Property Report as of 31 Dec 1993; S-2 Report (U), Vehicle Inventory/Status Report, 31 Dec 1993; DD Form 448 (U), Military Interdepartmental Purchase Requests for CY 1993.
 41. CAPM 190-1 (U), Handbook for Public Affairs Officers, 1 Jun 1993.
 42. Comptroller Office - FY 1993 CAP News Advertising Income Account (U).
 43. Photo Distribution Log for CY 1993 (U).
 44. Civil Air Patrol Public Affairs Officers Newsletters (U), Apr 1993, (SD-43).
 45. PAI File INF-3-5 (U) (Remarks for TDY Visits); PAI File 7-13 (U) (Inspections); PAI File 2-1 (U) (PAO Kit Correspondence); Contract (U), Civil Air Patrol and Word Publishing Company.
 46. Photograph Log for CY 1993 (U).

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47. Media Log for CY 1993 (U).
 48. Flood Video (U), Aug 1993.
 49. Letters of Inquiry Log for CY 1993 (U).
 50. Listing (U), Chaplain Monthly Membership for CY 1993; Chaplain Pending Roster for CY 1993 (U).
 51. Minutes (U), National Chaplain Committee Meeting, Town & Country Hotel, San Diego, California, 12 Aug 1993, (SD-44).
 52. Agenda/Minutes (U), National Executive Committee Meetings, 18-20 Nov 1993, (SD-4); The Transmitter, Items of Interest for Civil Air Patrol Chaplains (U), Spring (SD-45), Summer/Fall (SD-46), and Winter 1993, (SD-47).
 53. Meeting (U), Among Ch, Lt Col Wayne Perry, HQ CAP-USAF/HC; and Ch, Col Dennis Baum and Ch, Lt Col Richard Brown, III, members of USAF Reserve Chaplain Writing Team, 14 Oct 1993, subj: Cancellation of USAF Reserve Chaplain Writing Team, Maxwell AFB, Alabama.
 54. CAPP 265-12A (U), CAP Ethics for Command, Moral Leadership for Seniors, 2 Aug 1993, (SD-48); CAPP 265-12B (U), CAP Ethics for Command, Reading for Seniors, 2 Aug 1993, (SD-49); CAPP 265-14 (U), CAP Values for Living, Moral Leadership, 2 Aug 1993; (SD-50).
 55. Roster (U), Chapel Leadership Conference, CY 1993; Flyer (U), 1993 USAF Chapel Leadership Conferences, (SD-51); The Transmitter, Items of Interest for Civil Air Patrol Chaplains (U), Spring 1993, (SD-45); Program (U), Chapel Quality Leadership Conference, Lake Junaluska Assembly, Lake Junaluska, North Carolina, 26-30 Jul 1993, (SD-52); Pamphlet (U), Growing Through Outreach, Lake Junaluska Assembly, Lake Junaluska, North Carolina, 26-30 Jul 1993, (SD-53).
 56. News Article in The West Missouri Spirit (U), Oct 1993, by Ch, Maj Richmond F. Thweatt, CAP, (SD-54).
 57. The Transmitter, Items of Interest for Civil Air Patrol Chaplains (U), Spring (SD-45), Summer/Fall (SD-46), and Winter 1993, (SD-47); Program (U), National Chaplain Seminar, Town & Country Hotel, San Diego, California, 11-14 Aug 1993, (SD-55).
 58. Rpt (U), 3800 ABW/SEG Annual Inspection, 1 Aug 1993.
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GLOSSARY

| | |
|----------|---|
| ABC | American Broadcasting Company |
| AF | Air Force |
| AAF | Army Air Forces |
| AETC | Air Education and Training Command |
| AETCFC | Air Education and Training Command Familiarization Course |
| AFROTC | Air Force Reserve Officer Training Corps |
| AFSCFC | Air Force Space Command Familiarization Course |
| AFA | Air Force Association |
| AFB | Air Force Base |
| AFNSEP | Air Force National Security Emergency Preparedness |
| AFR | Air Force Regulation |
| AFRCC | Air Force Rescue Coordination Center |
| AFRES | Air Force Reserve |
| AMC | Airlift Mobility Command |
| ANG | Air National Guard |
| AOPA | Aircraft Owners and Pilots Association |
| AU | Air University |
| AUR | Air University Regulation |
| | |
| CAP | Civil Air Patrol |
| CAPM | Civil Air Patrol Manual |
| CAP-EAA | Civil Air Patrol-Experimental Aircraft Association |
| CAP-LOT | Civil Air Patrol Live Organ Transport |
| CAP-MAP | Civil Air Patrol-Management Analysis Program |
| CAPP | Civil Air Patrol Pamphlet |
| CAPR | Civil Air Patrol Regulation |
| CAP-RAP | Civil Air Patrol-Reserve Assistance Program |
| CAP-USAF | Civil Air Patrol-United States Air Force |
| CARDA | Continental Air Reconnaissance for Damage Assessment |
| CD | Counterdrug |
| CPHRT | Cadet Protection and Human Relations Training |
| CLC | Corporate Learning Course |
| COS | Cadet Officer School |
| CY | Calendar Year |
| | |
| DC | District of Columbia |
| DEA | Drug Enforcement Administration |
| DOD | Department of Defense |
| | |
| ECI | Extension Course Institute |
| ELT | Emergency Locator Transmitter |
| EOC | Emergency Operations Center |
| ESC | Executive Steering Committee |

| | |
|--------|---|
| FAA | Federal Aviation Administration |
| FBI | Federal Bureau of Investigations |
| FCC | Federal Communications Commission |
| FEMA | Federal Emergency Management Agency |
| FY | Fiscal Year |
| GSA | General Services Administration |
| HQ | Headquarters |
| HF | High Frequency |
| IACE | International Air Cadet Exchange |
| IG | Inspector General |
| IMAs | Individual Mobilization Augmentees |
| MACA | Military Assistance to Civil Authorities |
| MSCD | Military Support of Civil Defense |
| NASA | National Aeronautics and Space Administration |
| NB | National Board |
| NCASE | National Congress on Aviation and Space Education |
| NCS | National Communications System |
| NEC | National Executive Committee |
| NS/EP | National Security and Emergency Preparedness |
| NSC | National Staff College |
| OSA | Operational Support Airlift |
| PAT | Process Action Team |
| PJOC | Pararescue Orientation Course |
| POM | Program Objective Memorandum |
| RSC | Regional Staff College |
| SAR | Search and Rescue |
| SHARES | Shared Resources |
| SLS | Squadron Leadership School |
| TFR | Temporary Flight Restricted |
| TV | Television |
| U | Unclassified |
| UEI | Unit Effectiveness Inspections |
| U.S. | United States |
| USA | Unit Self Assessment |

| | |
|--------|--------------------------------|
| USA | United States Army |
| USACOM | United States Atlantic Command |
| USAF | United States Air Force |
| USCG | United States Coast Guard |
| USCS | United States Customs Service |
| USFS | United States Forest Service |
| VHF | Very High Frequency |

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INDEX

- Achievement Awards Summary, 30
- Arnold, Gen Henry H., 2
- Aerospace Education 31
 - Education Materials, 34
 - Education Workshops, 31, 34
- Aerospace: The Flight of Discovery, 34
- Aircraft Budget, 70
- Aircraft Management, 70
- Aircraft Owners and Pilots Association (AOPA), 58
- Airlift Missions, 46, 48
- Air Force Parts and Personnel Transport, 48
- Air Force Reserve Officer Training Corps (AFROTC) Program, 59-60, 62
- Air Force Space Command
 - Familiarization Course, 16, 19
- Air Education and Training Command
 - Familiarization Course, 16, 19
- Anderson, Col Richard L., 3, 5, 56, 57
- Army Air Forces, 1, 2, 8
- Awards
 - Aerospace Education, 34, 36
 - Cadets, 13-14, 22-24, 25
 - CAP-MAP, 68
 - Disaster Relief, 43
 - National Level, 61
 - Search and Rescue, 43
 - Senior Members, 30
- Barry, Brig Gen Warren J., 57, 63, 67
- Cadet Encampments, 12, 15-16
- Cadet Flight Orientation Training, 16
- Cadet Officer School, 16, 18, 19
- Cadet Program, 11-25
- CAP Annual Report to Congress, 66, 68, 71
- CAP Bookstore (Profit), 64
- CAP Election of Officers, 56
- CAP Experimental Aircraft Association (CAP-EAA) Oshkosh, 22
- CAP Management Analysis Program
 - (CAP-MAP), 68
- CAP Membership, 55-56, 58
- CAP Live Organ Transport (CAP-LOT) Program, 45
- CAP Organization and Current Status, 3-8
- CAP Postwar Status, 2
- CAP-Reserve Assistance Program (CAP-RAP), 53-55
- CAP Supply Appropriations, 71
- CAP Supply Depot (Loss), 64
- CAP Uniform Changes, 56, 58
- CAP-USAF Manning, 53
- Chaplain Services, 74-75
 - Activities, 75
 - Conference, 75
 - Committee, 75
 - Membership, 74
 - Seminar, 75
 - Training Materials, 74-75
- Civil Air Patrol News, 34, 58, 71
- Civilian Auxiliary of the Air Force, 1-2
- Commander's Orientation Course, 30
- Communications 50-52
 - Equipment, 51
 - FCC Licensed Radio Stations, 52
 - Licensing Procedures, 51
 - Network, 50
 - Training Exercise, 50-51
- Complaint Inquiries, 77
- Congressional Inquiries, 77
- Constitution and Bylaws, 2-3
- Corporate Learning Course (CLC), 27
- Counterdrug (CD) Mission, 46-47
- Current Operations, 48-50
- Curry, Maj Gen John J., 1
- DOD Excess Property, 70-71
- Disaster Relief-Air Force Resource, 39, 41
- Disaster Relief-State Resource, 41
- Drug Enforcement Administration, 46
- Earhart, Amelia, 12
- Emergency Services, 38-48
- Ethics for Command, 74-75
- Executive Officer/Director, 3, 5

- Experimental Aircraft Association's Young Eagle Program, 21
- Extension Course Institute (ECI), 29
- Financial Management, 63
 - Air Force Funds, 63-64
 - CAP Funds, 64
- Flight Clinic Program, 49-50
- Flight Evaluations, 49
- Flight Orientation Training, 16
- FORSCOM-Emergency Regional Reporting System Exercise Missions, 48
- Goals and Objectives, 65
- Headquarters, CAP-USAF, 9
- Hull Self-Insurance Program, 70
- IG Seminar, 77
- IG Unit Effectiveness Ratings, 78
- Inspection, 77
- International Air Cadet Exchange, 12, 18,
- Introduction, 1
- Item of Interest, 58-59, 61
- Information Management, 69
- Kauffman, Col Larry D., 5
- LaGuardia, Fiorello H., 1
- Legal, 76
- Level I - Introduction, 26
- Level II - Technical, 26-27
- Level III - Management, 27
- Level IV - Command and Staff, 27
- Level V - Executive, 27, 29
- Legal, 76
- Lewis, Jr., Col Edwin W., 3, 56
- Liaison Regions (CAP-USAF), 9
- Liaison Officer and Non-Commissioned Officer Orientation Course, 64
- Materiel Management, 69-70
- Membership Campaign, 55-56
- Midwest Floods, xiv-xvi , 39-42
- Miller, Brig Gen Carl S., 5
- Mitchell, Gen Billy, 12, 16
- Mission (CAP-USAF), 10
- National Administrator, 5
- National Board, 3, 9, 23, 57, 59, 66
- National Board Members, 5-9
- National Cadet Competition, 17
- National Cadet Special Activities, 16-19, 22
- National Chief of Staff, 3, 5, 56
- National Collaboration For Youth Sex Abuse Task Force, 58
- National Commander, 3, 5
- National Congress on Aviation and Space Education, 31
- National Controller, 5, 56
- National Executive Committee (NEC), 5-7, 65-66
- National Executive Committee Members, 5-7
- National Finance Officer, 3, 5, 56
- National Legal Officer, 3, 5, 56
- National Search and Rescue School, 30
- National Staff College (NSC) 27, 29
- National Vice Commander, 3, 5, 56
- National Order of Daedalians, 22
- Office of Civilian Defense, 1
- Operations, 38-52
- Organizational Chart, 4
- Organization and Mission of HQ CAP-USAF, 8
- Orientation Course (Wing and Region Commanders), 30
- Orientation Flights, 16
- Origin and Wartime Role, 1-3
- Pararescue Orientation Course (PJOC), 16, 19
- Personnel, 53-55
 - Actions (CAP), 61
 - Air Force/Military, 10, 53, 54
 - CAP, 55-56
 - Civilian, 53

Reserve, 54-55
 Plans and Programs, 64
 Property Management, 70-71
 Public Affairs, 71-72
 Advertising Revenue, 71
 Photo Coverage, 71-72
 Public Service Announcements, 72
 News Releases, 72
 Newsletter, 71
 Recruiting Materials, 71
 Training Materials, 71
 Public Law 476, 2-3, 31
 Public Law 557, 8, 38
 Publishing and Distribution, 69

 Region Commanders, 6-7
 Region Staff College (RSC), 27, 29
 Reorganization (CAP-USAF), 65, 76
 Resource Management, 53-80

 Safety, 75-76
 Air Force, 75
 CAP, 76
 Sampson, Col Ronald T., 5, 9
 Scholarship Program, 22
 Cadet, 16, 22
 Flight, 16, 58
 Search and Rescue, 39, 45
 Secretary of War, 1-2
 Select Working Group, 56, 58
 Shared Resources (SHARES) Program, 52
 Spaatz, Gen Carl A., 2
 Squadron Leadership School, 26
 Squadrons of Distinction, 24-25
 Standardization/Evaluation, 49

 Total Quality Air Force, 79
 Air Force Quality Symposium, 80
 Library, 80
 Quality Council, 79
 Process Action Team (PAT), 79
 Survey, 80
 Training, 80
 Unit Self Assessment (USA), 79-80
 Training, 11-30

Cadet, 11-12, 16, 18-19
 Senior, 25-30
 Specialized, 29-30

 U.S. Continental Air Reconnaissance
 for Damage Assessment (CARDA)
 Plan, 45
 U.S. Customs Service (USCS), 46
 U.S. Forest Service Missions, 46

 Values for Living, 74

 Wilson, Gill Robb, 1
 Wing Commanders, 6-7
 World War I, 1
 World War II, 2, 8

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Total: 83